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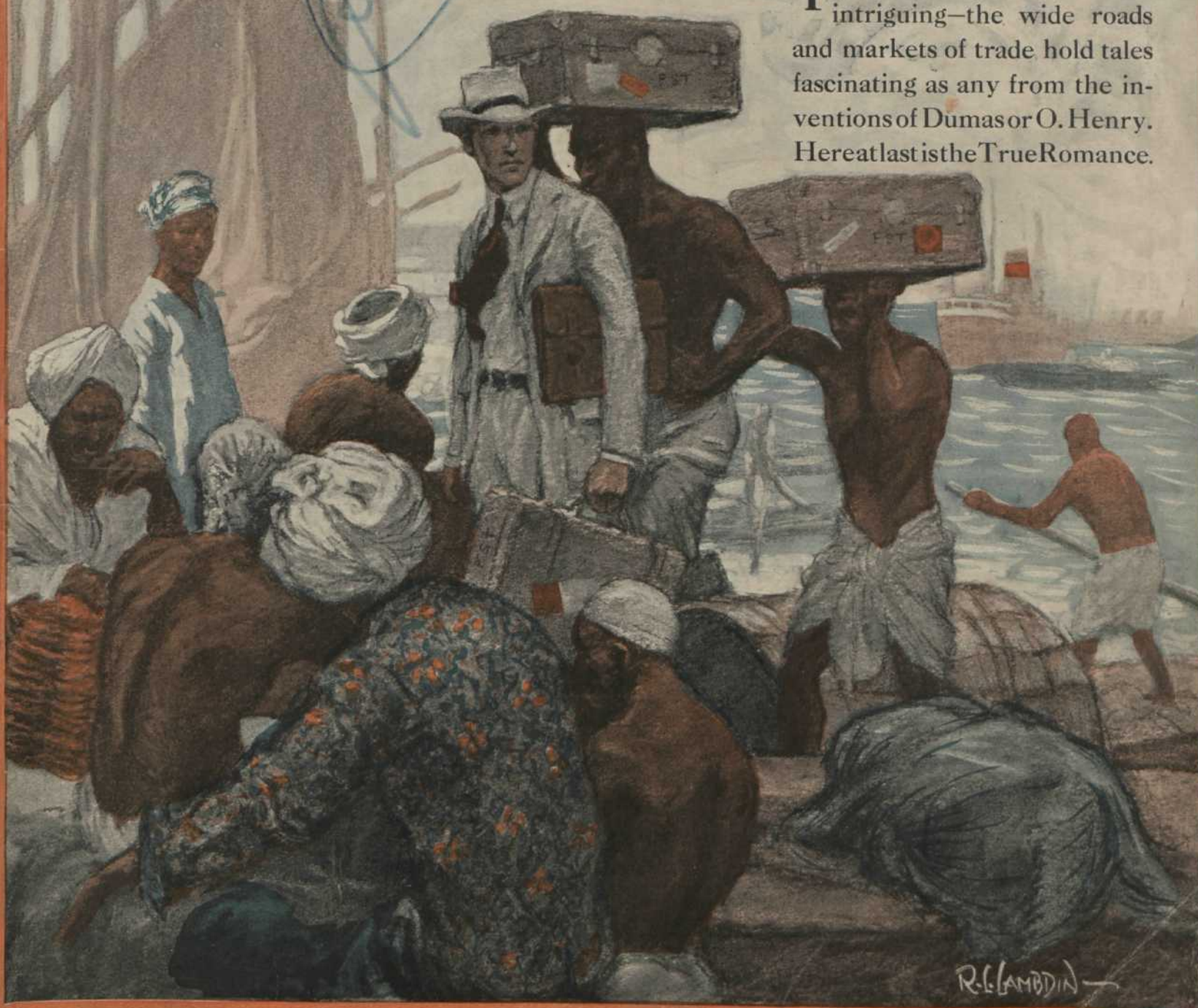
# THE NATION'S BUSINESS

Midsummer Fact

(stranger than fiction)

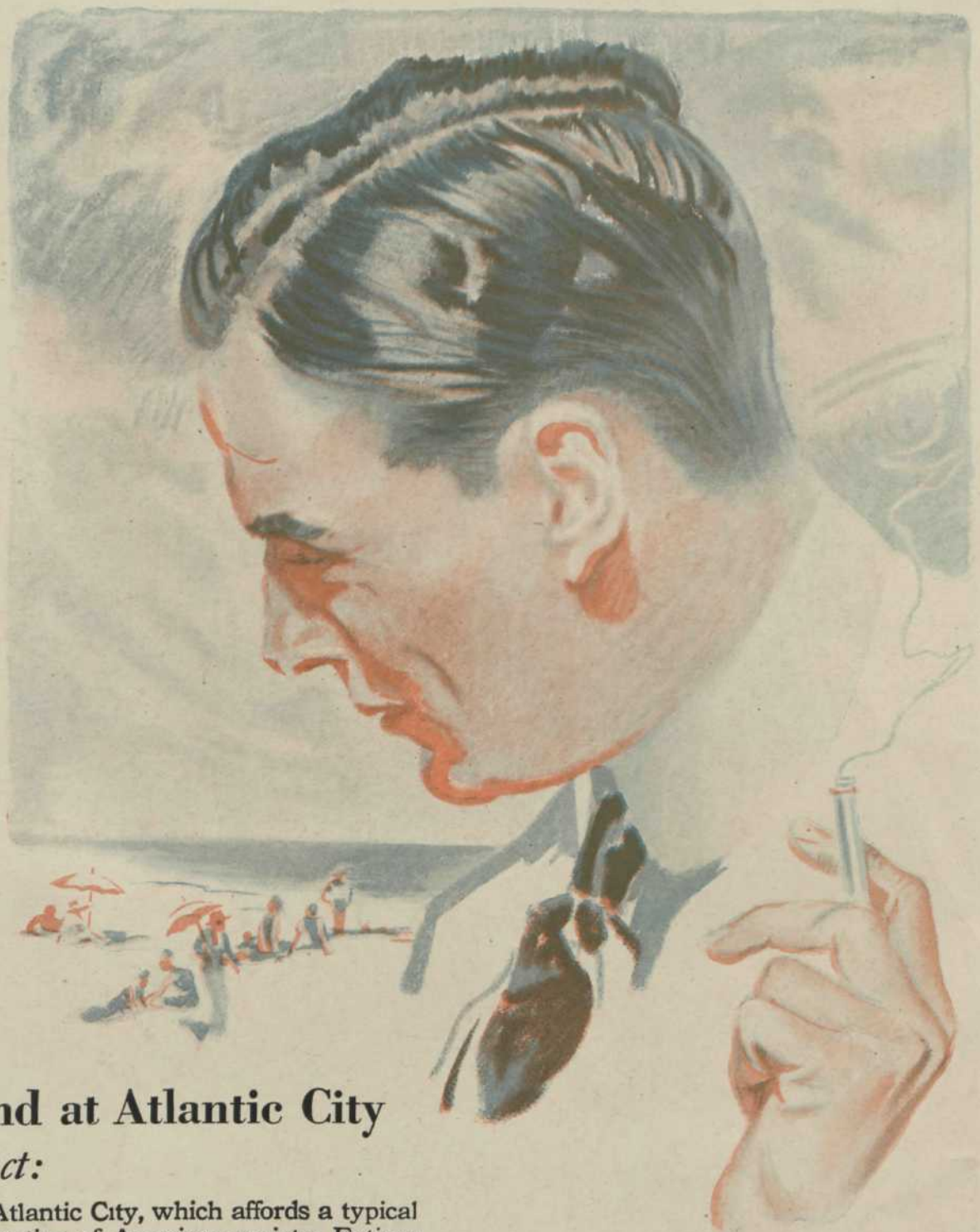
Number

TRAFFICKING, bartering,  
intriguing—the wide roads  
and markets of trade hold tales  
fascinating as any from the in-  
ventions of Dumas or O. Henry.  
Here at last is the True Romance.



R. G. LAMBDIN





... and at Atlantic City

*A fact:*

At Atlantic City, which affords a typical cross-section of American society, Fatima is one of the three best sellers in nearly every hotel on the famous boardwalk.

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*A Sensible Cigarette*





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Invincible structural strength and unfaltering power to get the heaviest loads over the roughest roads on schedule time—that explains MACK Truck performance.

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MACK Trucks stand the wrenching, jarring,

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**INTERNATIONAL MOTOR COMPANY, New York**

# "PERFORMANCE COUNTS"



# SMASH-

## on the concrete platform four feet below

That was enough—but that was only part of what this shipping box went through. In the first place it tumbled off the motor truck on the way to the railroad. It didn't show any damage, so the driver loaded it on again and went ahead, and then when he backed away from the car that identical box was knocked out of the door and fell, smash! to the platform level with the track. That settled it, as everyone thought, so the box was taken back to the factory. But this was an

### H & D Corrugated Fibre Shipping Box

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H & D boxes save in every way. Read the statement of one who uses them. Whatever your product, if it moves in moderate sized packages, it will pay you well to investigate.

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Our packing manual "HOW TO PACK IT" free and post paid on request.

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Toronto



April 1, 1919.  
The Hinde & Dauch Paper Co.,  
Sandusky, Ohio.

Sirs:—In reply to yours of the 31st., asking for our experience with corrugated fibre boxes for shipping purposes, we are more than satisfied with the results we had with the boxes we had the past season. We used 10,000 No. 3 as a tryout; they stood the test in every respect. It cuts the labor from one-half to two-thirds, nailing and loading.

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W. A. MOULTON  
Packer of Canned Goods  
Phoenix, New York

THE HINDE & DAUCH PAPER CO.  
304 Water Street  
Sandusky, Ohio



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## THE NATION'S BUSINESS

*Published Monthly by the Chamber of Commerce of the United States, Washington, D. C.*

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Beaumont Standardized Boiler House under construction, showing skeleton steel framework.



Beaumont Standard Boiler House. Highland Paper Mills, N. Y. & Pa. Co., Johnsonburg, Pa.



## A Valuable Book for Executives Who Contemplate Building Boiler Houses

This book gives you reasons why Beaumont Standardized Boiler Houses are *economical*. It explains how *speed* and *satisfaction* in construction are made possible; how through standardization you may *know* in advance that the finished boiler house will be the one best suited to the individual requirements of your business.

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ONE RESPONSIBILITY

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INDUSTRIAL ENGINEERS

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
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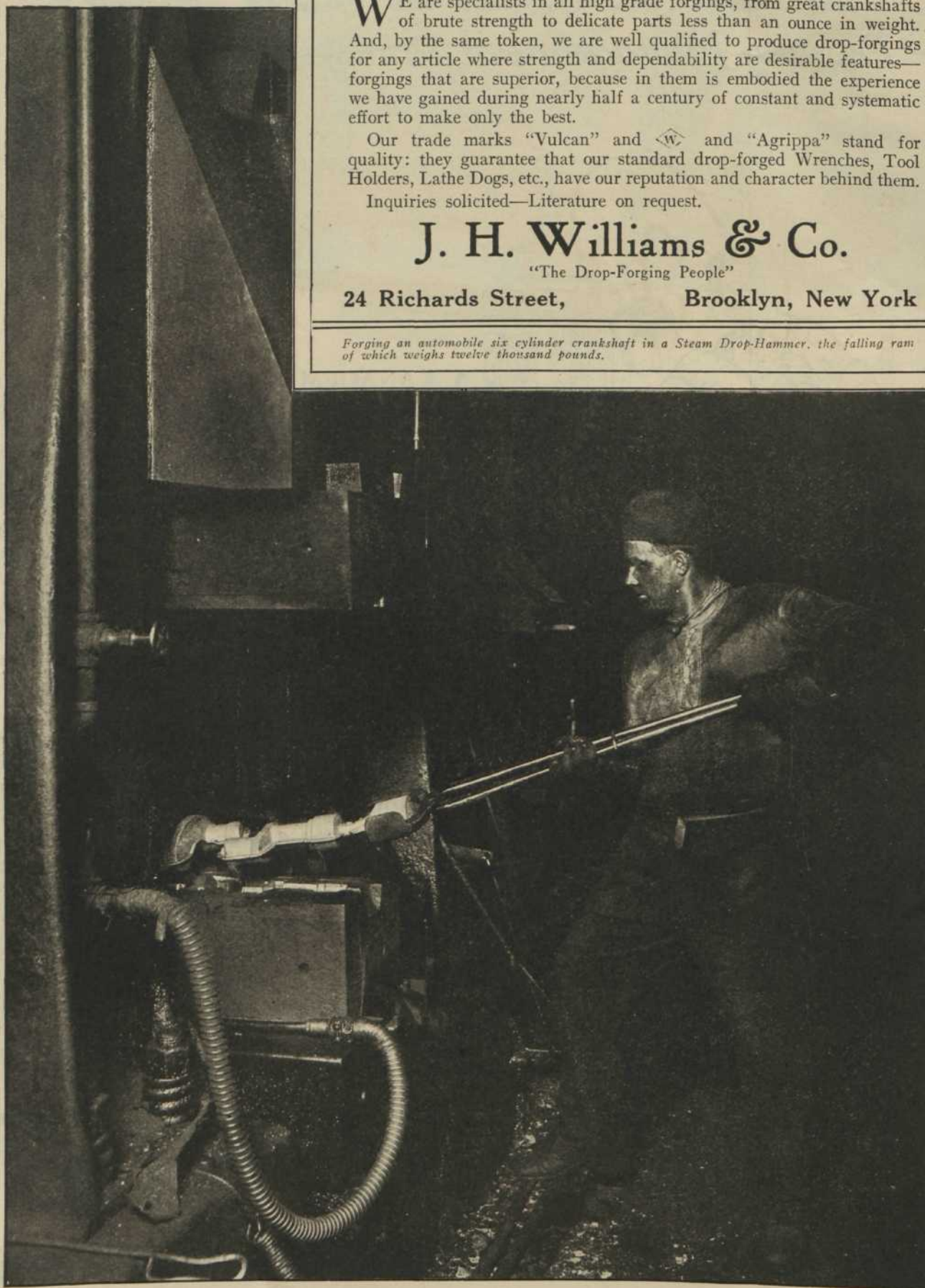
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"The Drop-Forging People"

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*Forging an automobile six cylinder crankshaft in a Steam Drop-Hammer, the falling ram of which weighs twelve thousand pounds.*







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Let our experts help you in solving your transportation problems. We are ready at all times to give full data, advice and recommendations applicable to your particular case.

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Write for information or any phase of car designing, building or repairing.

And remember our three big plants, conveniently located at East Chicago, Indiana; Warren, Ohio, and Sand Springs, Oklahoma, were never so thoroughly possessed of all facilities to do your work as they are now.

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*Builders*

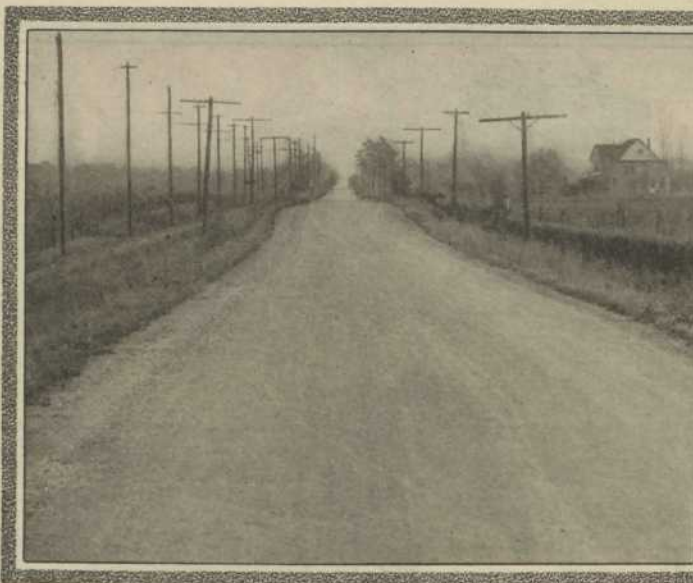
General Offices: Harris Trust Bldg., Chicago

*Lessors*

Plants at: East Chicago, Ind.; Warren, Ohio; Sand Springs, Okla.

Sales Offices: 17 Battery Place, New York; 24 California St., San Francisco





East National Pike, Richmond, Ind. Treated with "Tarvia-B" 1917.



Carthage-Antwerp Road, Jefferson County, N. Y. Another Tarvia Highway.

## How Tarvia Saves Road Money and Increases Property Values

**I**F you owned a whole county and were administering it as one big plantation, the first thing you would do, as a keen business manager, would be to provide a system of good roads.

Otherwise the bulk of your property would be unproductive!

Yet as taxpayers who have the "say" about roads, we let millions of acres of good farming land stand idle because the crops can't get to market *profitably*.

We waste millions of dollars a year in dragging light loads through mud and sand and over steep grades.

We waste millions in uneconomical cross-roads schools, because bad roads make central schools inaccessible.

We waste millions in horse flesh and gasoline, broken wheels and worn-out vehicles.

We waste millions more in building railroads that are only half used because bad roads cut off the tributary back-country many months of the year.

## The Federal Government has proved that good roads pay for themselves—

The Federal Government recently took certain counties before and after the making of big bond issues that modernized the road systems, and in a wonderful report proved that in one county *the people saved the whole investment in the first year by the reduction of hauling costs alone!*

This report proved that the increase in land values from \$7.00 to \$35.00 per acre was enough to pay for the roads several times over. It proved that the increased taxes were a mere drop in the bucket to the increased productivity and prosperity and ability-to-pay.

## Tarvia reduces road expense—

Good roads are not as expensive as they used to be. The plain macadam that used to require incessant renewal and attention is giving way to Tarvia-macadam that requires very little maintenance, that is free from dust and mud, that is not damaged by frost, that defies the grinding driving-wheels of the modern automobile and motor truck.

Many counties are now tarviated from end to end on all their important thoroughfares. They find that it *pays*.

These clean modern Tarvia roads cost less than plain macadam in the end. They actually save "road money" because of their low upkeep cost; they increase property values and they give easy traction to big loads and swift motor cars *every day in the year*.

## Special Service Department

In order to bring the facts before taxpayers as well as road authorities, The Barrett Company has organized a Special Service Department which keeps up to the minute on all road problems.

If you will write to the nearest office regarding road conditions or problems in your vicinity, the matter will have the prompt attention of experienced engineers. This service is free for the asking. If you want *better roads and lower taxes*, this Department can greatly assist you.

# Tarvia

*Preserves Roads—Prevents Dust*

THE BARRETT COMPANY, Limited:

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Cleveland  
Birmingham  
Seattle  
Youngstown

Chicago  
Cincinnati  
Kansas City  
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Toledo  
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Minneapolis  
Atlanta  
Columbus  
Toronto

The Barrett Company  
Duluth  
Richmond  
Winnipeg  
Milwaukee  
Latrobe  
Vancouver  
Dallas  
Bangor  
Bethlehem  
St. John, N.B.

Boston  
Detroit  
Nashville  
Washington  
Elizabeth

St. Louis  
New Orleans  
Salt Lake City  
Johnstown  
Buffalo  
Halifax, N.S.

Baltimore  
Lebanon  
Sydney, N.S.



## Trade and the Fourth Dimension

Speaking strange tongues, living alien lives, is it any wonder that the exporter's greatest difficulty is the lack of a common ground with his customer, where each "foreigner" can appreciate the other's viewpoint?

YOU remember in Kipling's story, how Wilton Sargent, American, in England to spend his millions in peace, one day flagged and stopped the Induna Limited, a famous British train. He was arrested, beaten up, thrown into jail. The British authorities thought him insane. Anyone who would stop the Induna must be insane!

"But I had to go to London in a hurry," pleaded Sargent. "I'll pay damages. Why, I've got enough money to buy the train or the whole company, for that matter. Just send me your bill, gentlemen."

"But it isn't a matter of money, sir," lamented the Britishers; "and, besides, the road isn't for sale. You don't understand. The Induna never stops; it never has stopped."

The American had broken a sacred British tradition and the railroad company threatened to have the madman confined if they had to carry the case to the House of Lords.

"But I stopped it only once, and I'll pay gladly."

The authorities with elaborate tact insisted that he must build a high brick wall about his estate. The lunatic might be harmless otherwise, but he must be prevented from stopping the Induna!

"I'll pay," Sargent told them, "but I won't ruin my estate with any wall."

Again the Britishers shook their heads wearily. "We don't want money. We want to safeguard a British tradition. You must build the wall."

The American saw at last that the act so insignificant to him was something else to the Britishers—a deed of madness. Good Lord! His case was absolutely hopeless. He fled back home to America where he knew people would understand him.

He had been defeated, said Mr. Kipling, by "an error in the fourth dimension."

This very thing—the inability of two foreigners to "talk the same language" though they both spoke English, this lack of a point of contact and of understanding—this is the intangible difficulty in trade between nations that is harder to overcome than all others.

CALVERT JOHNSON, sales manager, leaned back in his swivel chair and laughed until his visitor thought he had gone crazy. "To think that that kid could put over a deal like that!" he exclaimed, bringing his heavy fist down on a draft lying on his desk. He wiped his eyes, picked up the draft for another look. "Ten thousand dollars! And he sent in orders for three thousand last month and promises to remit another for twenty thousand next month! I'll be damned. I certainly will be damned."

"But there's nothing strange about it," interposed the sun-tanned visitor, who had just returned from a three years' sojourn in the interest of another company in Buenos Aires, Argentina.

"It doesn't seem funny to you?" The sales manager turned to his visitor in astonishment. "You mean to say that down there you get used to things like this? Good night, what a country!" Then he was suddenly struck with an idea. "Look here. Maybe you can explain the South American riddle of this firm. Mind hearing?"

"Shoot."

"Well, George Davis was our best salesman. He was a hum-dinger. He knew the hosiery business all the way from cotton in the pod to the hole in the socks. He had a good education, dressed well, was polite and tactful, quick, clever—he had punch, too, that young fellow. Why, he could put through a big wholesale deal while the other fellows were trying to get up nerve enough to enter the building. George could sell you stock in a brewery in a prohibition state and get you to join the W. C. T. U. the same day. He's that kind. He had learned Spanish, too—picked it up studying at night. Energy—I never saw anything like it."

"So we made up our minds that we'd go in strong for some of this South American trade that everybody is talking about. We were told that most American firms fail down there because they send down incompetent salesmen. So we sent George."

### The Mystery of the Star Man

"WE waited two months before we got a report from him. Then he sent us a list of the houses he had called upon. It covered five pages. George certainly had been busy. But sir, not an order. Not one. He wrote that he had no trouble in reaching the boss in each case, that they were polite as all get-out, promised everything, but somehow he couldn't put it across. After the second visit, he wrote the flunkey outside would report that the manager was 'ocupado,' too busy. There was absolutely nothing doing."

"I could see that George was disgusted. There was a good market there. They spoke well of his samples. But the harder he tried, the worse things seemed to go. Finally, after he had been there five months with only two or three orders from some Italian-American jobbing house, he gave it up and came home."

"You can see now how I felt when Phil





Hammond, the son of the Old Man, came strolling into the office. There he was, fresh from college, and asking for 'something to do around the office.' Jones and I figured quite a while over the matter. Since his dad owns the works, we had to take him on some way; but we had heard of his record at college—a regular society belle, the gayest lad in New Haven, with two cars going night and day and spending a cool five thousand a year. He was a likeable chap. You've got to hand it to him for his manner. Why, he walked in on me as if I were at a club, and—would you believe it—though it was the first of the month, he asked me to come up to the Biltmore and meet some of his friends."

"Did you go?" interrupted the visitor, smiling maliciously.

"O yes, I went, and wasted the entire afternoon, damn it. But you see, that was Phil—absolutely irresponsible, thinking of nothing but a good time and spending his dad's cash. We simply didn't want him about the place. It was Jones' idea, this getting rid of him by sending him to Buenos Aires. At the time I thought it was a pretty mean trick, but Jones insisted and we sprung it on him. He jumped at it. He said he always wanted to see South America anyway and that the sea air would improve his health—he was tennis champion at college, you know.

"Five months passed before we heard from him. Then, as I said, we received a cable: 'Mislaide my price list; please rush another.' *Rush!* You can imagine how that struck us. Well, we sent one on, wrapped in the society page of *The Times*. Three days later we got another cable: 'Send more samples.'

"We thought Phil was kidding us, until several weeks later we got orders for three thousand dollars worth of fancy lines. We shied at it at first, but the bank said the firms were the best in Buenos Aires, and we chanced it. The draft arrived and we cashed it. And now we have this one here for ten thousand. Phil has written no explanation. And you say that it was all because he played the South American game!"

"Exactly." The visitor from Buenos Aires was amused but matter-of-fact. "I know just how it was done. I heard of the boy, though I never met him; he was travelling too fast a pace for me. He had a suite of rooms at the Plaza. He got acquainted with a crowd of the Beau Brummels, gilded youth who frequent the aristocratic Jockey Club. He was made a member of the Club, attended the Sunday races at Palermo, got right in with several old Argentine and Spanish families, and frequently ran down to Mar del Plata, the Palm Beach of Argentina.

"The point is that the sons of these old families don't waste all their time. They show up at the office when they have to and

work rapidly and well, but they don't take it too seriously. Their offices are a sort of necessary evil with them. A prominent banker down there, a good friend of mine, told me about young Hammond. The young Argentines thought a lot of him. You see, they understood him—his carelessness with

ton, and a clerk entered. "Well, it's an impossible way of doing business," he said grimly, as he handed the draft for ten thousand to the clerk; "absolutely impossible. I tell you, I don't want anything to do with them."

"But what are you doing with that draft?" interrupted the visitor from South America.

"O that? I'm sending it to the bank for collection."

This story may give an exaggerated picture of business customs in South America at the present time, but it is a true one, and it illustrates dramatically that characteristic of far-south business life hardest for the northern business man to understand. Mr. Johnson was unable to understand it. He was able to understand everything that had his sympathy, that he had been bred to, but everything beyond that was "impossible, simply impossible." That made him an amateur at world trade. He had committed an error in the fourth dimension.

The more swiftly the world shrinks in size, the more menacing this frailty of human nature is. All other difficulties are comparatively easy to settle. But *prejudices* sink into a man's feelings, the seat of his faith, and you can no more change them than you can alter his religion.

Instances of this peculiarly human type of difficulty where two minds vainly grope to meet in a sort of tragic obscurity constantly in all the offices, ports, and harbors of the world. Our South American "cousins"—would that we were that near of kin!—have it "on"

us as often as we have it on them. A case recently occurred down in Lima, Peru.

In upon the busy United States commercial attaché at Lima rushed the local agent of the Ford Motor Company. "Now here they go soaking me again!" he exclaimed, mopping his brow. The attaché, who has learned to be surprised at nothing, listened sympathetically.

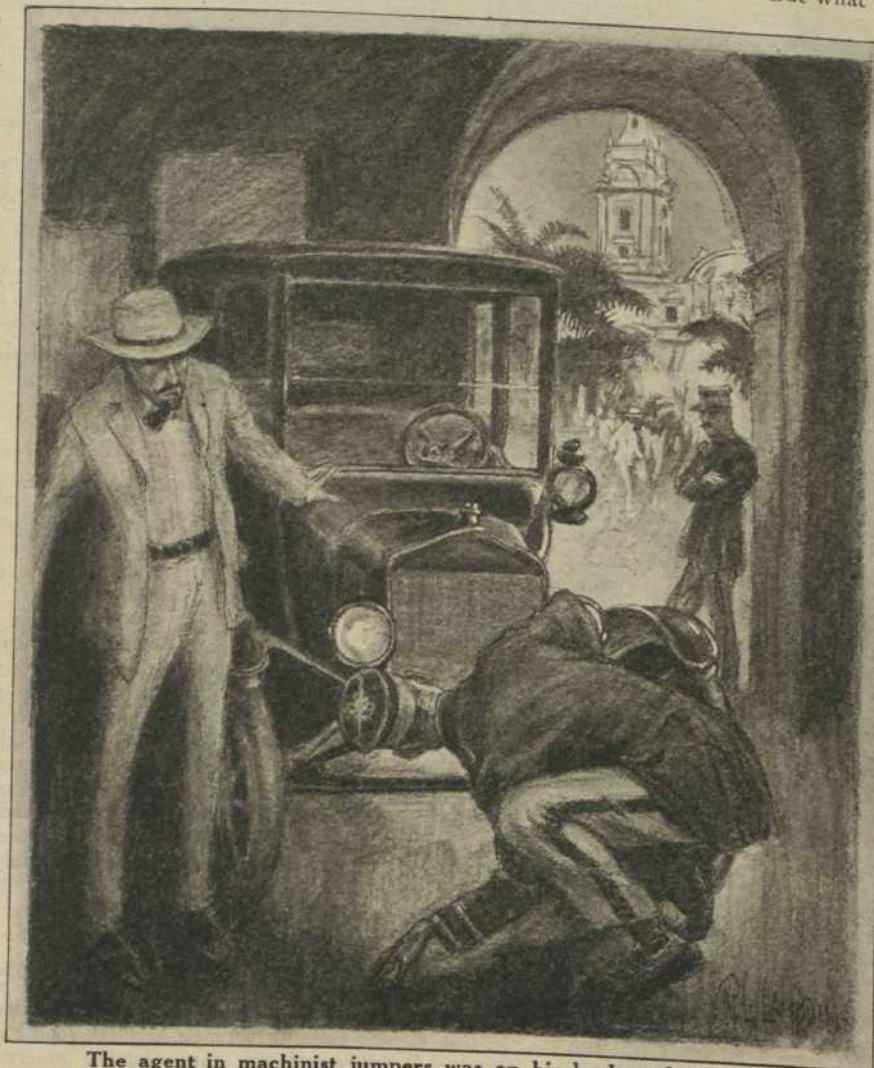
"I knew they'd find some way to hold up those six 'town cars.' They have. What do you suppose? The customs gentleman down at Callao swears by all his saints that those closed taxis are private vehicles—'coches de lujo' he calls them. I manifested them as 'coches de alquiler,' or public conveyances, since the duty on this classification is only ten per cent, while on the lujos it is twenty per cent, plus another twenty per cent for falsifying my manifest! Forty per cent! By the eternal—"

"But wait now," interrupted the attaché soothingly, "perhaps you do the Peruvians injustice. They have a reason for their customs classification. Every closed vehicle to them is a private—"

"But my cars are to be used as taxis. I can prove it."

"But you're insisting that a car shall be classified by its use, while the Peruvians class-

(Continued on page 67)



The agent in machinist jumpers was on his back under the car.

money, love of pleasure and display. So one day, while he was giving a luncheon in his suite, one of them asked him, sort of out of curiosity, if his father wasn't in business in the States and if he didn't have an interest in it.

### Selling Without a Punch

"O YES," young Hammond replied, "that's right, I am in business. I sell socks!" He tried to pass the matter off as a good joke. You see, he didn't want to spoil his party. But his guests grew more curious, asked questions, until finally young Hammond produced his case of samples. Two of the señores who were in drygoods houses admired his best grades, placed orders on the spot. They must have been your first three thousand.

"If young Hammond is still selling—and it doesn't surprise me that he is—it means simply that they enjoy dealing with him. He doesn't force himself on them. He does it their way, not like—well, he's not a 'hum-dinger' and he hasn't any 'punch.' He can't even speak Spanish yet, but he knows a language that is of much greater value down there: the popular Latin language of taking things as they come."

Mr. Johnson, sales manager, pushed a but-



# The Bad Men of the Mails

Some of the subtle schemes encountered by Uncle Sam in his difficult task of protecting the restless dollar from those artful adventurers whose assets are dark ways and postage stamps

By ROBERT KENDALL

THE apparel, we are assured, oft proclaims the man. By the same token, the stationery oft proclaims the business concern. Which principle is repeatedly applied to the undoing of those persons who allow their taste for good stock and printing to overcome their sense of caution.

The cunning brigands of the mails know as well as you do that artistically embossed stationery is unconsciously accepted as subtle guarantee of character. And by reason of that knowledge they succeed in exchanging letter sheets and envelopes of convincing quality for huge orders of merchandise. It is a form of long-distance swindle that may be approached with especial ease by persons living in foreign countries, particularly those lands not over-particular about law and order.

There's a man, for example, in Costa Rica who has gold-bricked some of the best business concerns in America. He appears in the records of the Postoffice Department as Señor de Obesta and a half dozen variations of that dignified Spanish name. His simple plan was to use high-grade stationery, bearing every evidence of prosperity and solidity, in ordering American goods. He never paid a bill and had no intention of paying. His cleverness, as well as the average man's weakness for first-class lithographic art, is shown by the fact that the same firms were caught by him more than once. The subtle señor has been the object of a half dozen fraud orders issued by the Postmaster-General, but he may still be operating his candid flim-flam. For all that can be done in such cases is to bar his recognizable communications from the mails.

Domestic operators, in addition to having their mail barred, may be prosecuted in the courts. Repeated actions often are necessary in putting a stop to the schemes. There was one genius we'll call Fathringham. He made a comfortable killing on an "anti-fat cure." Stopped by the authorities, he came right back and made another killing with an "anti-thin cure." Stopped again, he harvested another crop of easy money with a scheme to protect the credulous at \$1 per from fake "cures." And he used his old mailing lists! Finally he was landed in jail.

## Operating from Prison

UNDAUNTED by this handicap, he interested the prison keepers in another get-rich-quick mail campaign that, with their co-operation, he directed from his cell.

"I dare you to send me \$10!" is an advertising line that netted another operator several thousand dollars. It is a fair specimen of the advertising skill shown by many fraudulent mail-order operators. Just as quack advertising blazed the way for modern-day legitimate publicity, it is not improbable that crooks operating through the posts did their bit in the way of ideas capable of honest application in helping develop the vast mail order business of legitimate nature now carried on.

Recent stock-market activity is causing the

postal authorities to keep tab on many investment enterprises, especially those of the oil-well variety. However, stock selling of a shady nature often squares its tactics with the postal laws.

Only a few years ago it was estimated that the mail frauds discovered and stopped during a period of twelve months had deprived confiding patrons of the Government's mail of \$129,000,000. There was no way of estimating the deprivations on the part of those not discovered, or those numerous ones lying so well within the twilight zone of fraud and legitimacy that the laws afforded no means of action. It is further estimated that enforcement of the laws prohibiting the use of the mails for fraudulent purposes saves the American public no less than one billion dollars a year.

## Small-Fry Swindlers

YET the laws do not and cannot reach all. Sometimes the worst offenders escape, for to apply the law the fraud must be apparent and subject to positive proof. Moral certainty isn't sufficient, though, fortunately, the authorities are not always bound by the hard and fast rules of evidence. The Postmaster-General may exclude from the mails any matter which appears clearly to him as being of fraudulent character or design. Though his decisions are subject to court review, the fraud-order process is found to be much more effective than the tedious criminal prosecution method on which the Government formerly placed its chief reliance.

Cleverness exceeding that displayed by the shady characters of fiction is often displayed by the mail-order crooks.

There was a man, for example, in an interior city who buttressed the stationery deception with an elaborate telegram and letter scheme calculated to deceive highly intelligent business men. He would write to the city clerk or secretary of the chamber of commerce in coast cities for the names of leading shippers of sea food. Then he would send orders for consignments of fish, asking that they be forwarded C. O. D. He would set forth many unstable but subtly convincing evidences of business stability.

When the fish arrived, he would wire the dealers that it would be a day or two before he could pay the bill, whereupon, as the fish would spoil if not distributed, the dealers would instruct the express company to annul the C. O. D. instruction. When he was afraid that the scheme wouldn't work he would add to the dignified letter containing the original order the sentence:

"Find check herewith enclosed to cover payment."

The check would be made out to someone else in another city and for a much larger amount than his fish order required. Invariably, the fish wholesaler would "bite," ship the order and return the check for "correction"—and never hear from his new customer again.

Mail order concerns that grant credits are often trapped by small-fry swindlers who

make purchases by letter and then sell and refuse to pay for the goods received. A woman of good family and education, a former school teacher, living in a Long Island town, thus purloined thousands of dollars' worth of goods before complaints led the Postoffice Department to investigate and stop her. She operated under several names and wrote exceptionally convincing letters.

The Department not long ago looked into a similar case that centered in a Mississippi village. The offender proved to be a helpless cripple living alone in a hut near the town. His condition, being such that he had to be lifted around and attended to like an infant, made him an undesirable prison subject, and he carried on his "business," which included "bootlegging," with unusual freedom. A fraud order soon put a stop to his mail operations.

It isn't the isolated individual who nibbles those concerns that are founded on the fundamental honesty of human beings who gives the authorities the most trouble. It is the man who is smart, bold and energetic—who plays on the gullibility, the vanity and the avarice of human beings. It is he who gets the millions of dishonest dollars via the mails, —whose schemes test the wits of the men who run the postal service.

## Outwitting the Authorities

ONE of them not long ago organized and operated a land-selling scheme almost Napoleonic in its boldness and breadth. He formed a regular corporation and employed a corps of quick-minded specialists in the art of deceiving the public. He leased several railroad coaches which he stocked with "samples" of the products supposed to come from the lands he was going to sell, or rather purchase for buyers.

They were Indian lands in the mid-West and were really to be opened up and sold by the Government. Very deftly, without anything committing the undertaking to the claim, the cars were made to appear as having governmental authorization. They were sent from town to town far from the lands themselves and big newspaper advertisements brought many persons to see them and their contents. Wily-tongued salesmen on the cars induced several thousand persons to agree to pay \$135 each as a fee for locating and bidding in plots. The land was lauded as phenomenally rich in agricultural possibilities and exceedingly promising in the way of oil and other minerals. They were to be procured very cheaply, with great advance a certainty.

The scheme hovered around the sunrise of legitimacy, for when its promoters were taken to task they were quick to show that lands had been "located" according to contract.

"But there are only 3,000 plots available," said the authorities, "and you have agreed to locate about 5,000."

"Oh, very well," the chief promoter replied, "the excess will be taken care of by persons who go back on their contracts with us."



Fraud was made clear when, later on, it was found that plots of land quite often were being sold to different people. Action, however, was fought bitterly. The Postal Department's move in issuing a fraud-order was followed up by prosecution in the criminal courts. The organizer of the scheme and his chief assistants were convicted. Despite all that, they continued writing those who had been trapped for payments on their "obligations"—and a great many continued to pay.

The best ones in the game don't hesitate to fight for what they consider their "rights." This is because the big operators are, above everything else, bold, and in a sense legally careful. Literature and advertisements are usually submitted to counsel before being used, the business of counsel being to turn editor and bring the claims put forth just within the law. Once on the way to quick wealth, the tendency is go the limit, for success adds to the operators' exaggerated confidence in their abilities to outwit the authorities as well as the public.

Perhaps the hardest fought case the Department ever tackled is one that grew out of the development of the automobile. The case is well known in the advertising and automobile trades which cooperated with the authorities in putting a stop to the operations.

The man who conceived the plan was one of the early users of the automobile, being at the time engaged in another business. Like most automobile owners, he objected to the cost of tires and other accessories. While tinkering in his garage one day a great idea entered his mind.

"I'll beat this tire game," he declared. And in accomplishing his purpose he allowed no grass to grow beneath his feet. Immediately his garage was enlarged, and he used the larger garage as evidence of his being a "jobber" in tires. He was thus able to buy tires from the manufacturers at wholesale prices. He took in his friends on the scheme and they saved considerable money.

"Why not organize all automobilists into a mutual buying league?" he asked one day; and he went ahead with the plan. Agents went forth to get members. The contract of membership was such that agents were instructed to allow joiners as little time as possible to stop payment on checks covering initiation fees.

"If you can't get to the bank, induce somebody in the town to cash each check," substantially were the instructions.

Thus when the case came up for its forty-six days' hearing, the following one of the company's letters was introduced by the government. It was written by the head of the organization to one of his faithful assistants.

And this was the frank tenor thereof:

"We are pleased to advise you that check given you for the Hicks Auto Company which you cashed at the Hotel Hermitage was stopped payment on. 'We should worry.'"

The operations of the concern extended over nearly ten years and involved the raising and

Green goods and gold bricks figure very little now outside the writing of humorists who probably had more than the authorities to do with putting those humbugs out of business.

The Spanish prisoner, starving in unjust confinement, is heard from occasionally, but not often. Lotteries still appeal to the gam-

bling instincts of human beings, but most of the real ones seek ingress via the foreign mails and are easily discovered and excluded. Many hundred domestic schemes that are tantamount to lotteries are suppressed every year. Many of them, like newspaper guessing contests, are taken up through ignorance of the fact that the law forbids them.

The bed-rock principles of mail-order fraud remain practically unchanged. The same old methods are used from year to year. Thus, regardless of the tremendous efforts on the part of higher-class publications, the medical professions and other forces to suppress him, the medical quack still takes millions from the hands of the afflicted. A great many of them have been suppressed and others constantly are being denied use of the mails. But until the public is educated out of an inherent longing for a cure-all they will continue in some degree to operate.

One medical faker suppressed a few years ago made a half million dollars out of a preparation consisting of nothing but hydrant water and a little sugar and salt. What cost the faker six cents was sold by him for \$125. It was put forth as a certain cure for anything from headache to club foot; and when its sponsor was brought to bar he was able to trundle into court as many as ten thousand letters written by "patients" in attestation of his claims.

Only constant watching will make effective the suppressing of many of the worst offenders. When put out of business, they often resume operations under other names. One man arrested for selling common pigeons as high-class stock at high-class prices, with the statement that he would buy back the squabs at \$2 a pair, was held under \$1,000 bond. He put up cash and decamped that night.

In another town he resumed operations under a new name. He offered a fine quality of kaffir corn at a remarkably low price. Investigation showed that all the kaffir corn he possessed was a stock of fifteen pounds from which he sent "samples."

He was put under another bond of \$1,000, but before he could withdraw from the bank the balance of \$3,500 collected, someone thought of instituting chancery proceedings in behalf of his dupes. Thus he was deprived of his "profits."

Perhaps the most spectacular mail-order



Webster in the Washington Star

spending of millions before the Government stopped them with a fraud order.

### Cheap at Half the Price

THE clever adventurer who invented and directed the scheme was indicted on a criminal charge. The authorities looked for a spectacular fight before a jury. But when the case was called, the offender arose and pleaded guilty on two counts.

"I fine you one thousand dollars on each count," said the court.

"Very good, sir," responded the polite prisoner at the bar, reaching for his wallet. He selected two thousand dollar bills, held them aloft between thumb and forefinger and passed them to the marshal. Then he bowed himself, Chesterfield like, out of the court room.

Every new development in business brings the new brand of mail-order fraud. The mutual automobile owners' organization was perhaps the greatest, but it is only one of numerous ventures constantly developing.

Then, too, many of the old games play out.



fraud of recent years centered at Minneapolis. A man widely advertised silk petticoats at 20 cents each. The returning mail was so heavy that the Postmaster had to appeal to the Department in Washington for extra clerks to handle the deluge. Most of the money was returned, but the offender slipped away.

Aside from the millions taken by crooks making fraudulent use of the mails, great harm is done by them to legitimate mail-order business. Thus the Government welcomes the cooperation of trade organizations and other reputable forces in making war on them. Very effective aid is being rendered by the As-

sociated Advertising Clubs of the World. While the authorities don't attempt a forecast, it is known that all wars are followed by periods of great activity on the part of commercial adventurers. It is not unlikely that the fraudulent mail operator will be unusually evident during the next few years.

# Producing Skilled Fingers

Our past effort has been to perfect machines without perfecting the operators; now goods and labor shortage force us to this plan that will meet demands without increasing equipment

By HERBERT E. MILES

*United States Training Service, Department of Labor*

**T**HERE are many workers in our factories, as there are in other walks of life, of such superior ability as to excite the admiration of every one. I will not speak of them beyond this passing tribute, nor in what I say is there any thought of setting up such supermen as we have as a standard to be equalled by the average man. I do, however, set up as a standard to be commonly required the best that the average man can do with no strain or hurtful consequence and with healthy, free effort and a thorough knowledge of his job.

Our hearts and minds are filled with satisfaction in the belief that we trained our soldiers in the shortest time ever to acquit themselves the best ever. They knew their job and did it with enthusiasm and with a quickness that astonished.

How about our industrial army, by whose services we live, both in the spirit and in the body, for without their services we could not live at all.

Our country has never done anything of consequence to develop the personal efficiencies, the knowledge and skill of its craftsmen. It spends \$700,000,000 annually on general education. It spends \$5,000 of public funds on anyone who can abstain from wage-earning for a series of years and use this money to become a first-rate professional man, or a third rate, or worse. It rarely spends a single dollar toward the making of a mechanic. Millions for a few thousand professionals; nothing for the millions of adult wage earners who produce our necessities.

A representative of one of the greatest industries in America has expressed the judgment that New England factories are not more than 60% efficient. I mentioned this to the manager of one of the best organized and highly regarded factories in the central west with the qualification that of course no such percentage could apply in his establishment, which for twenty years had produced a single product of superior excellence and without disturbing conditions. Said he: "We are not 50% efficient." Said a representative of the United States Employment Service recently: "There are 9,000 idle mechanics in a small New England district. The railroads want 800 locomotive repairmen, and out of the 9,000 we can recommend only 210. The railroads want many thousands of boilermakers, but not one in ten who applies can make good. The wonder of it is that out of all these unemployed men thousands are almost good enough, they just miss it."

In a city in Western New York, it is reported that 15,000 men are idle, and that a high grade machine factory can not find 30

satisfactory men for its work. We thus see that efficiency is equally a problem of employment and of unemployment.

If every soldier were back on his old job today the country would still be short of normal 4,000,000 workers due to the loss of immigration for four years and increased emigration. The country has gone without its normal supply of peace-time commodities for a long time and must now replenish freely. Still worse, Europe has lost, by death and severe wounds, more than 10,000,000 of her best men, and also tens of billions of property in the devastated sections that must be quickly made good. The purpose of four years of production has been immediate destruction. And lastly, it is now resolved that all the people of the world shall henceforth have higher wages, larger purchasing power and greater possessions and at the same time, as a part of human betterment, that the hours of labor shall, on the whole, be less.

## Wasting Human Effort

**W**ORKERS are needed elsewhere than in the factories. We must bring the least possible number of new men in: We must help by every means those who now are in our factories do more through increase of skill and interest and to share in the fruits of greater per capita production. Likewise, as we are short 700,000 houses from stoppage of building operations, we must make our present factory facilities count for more, rather than spend wastefully on extensions.

What then of manufacturers who waste human effort and equipment by employing men at tasks they do not understand and can not well perform? When manufacturers employ two men to do the work of one and charge the customer for the services of the two, they can only escape what would otherwise be condemnation by a plea of carelessness or ignorance—a poor escape. Our factory payrolls total about \$5,000,000,000 annually. To use for purposes of comparison a figure far less than we should aim at, if the training of employees betters production only 20%, there would be saved annually \$1,000,000,000 from present payrolls. Overhead commonly equals wages, adding another \$1,000,000,000 to the factory saving. But the consumer who commonly pays two or three profits above factory cost, pays double the factory cost, so that this \$2,000,000,000 reaches the consumer at \$4,000,000,000, and we see a principal reason for the high cost of living, as respects manufactured goods and why, as one of our speakers puts it, when we buy we find we are carrying around fifty-cent dollars.

Wages in England are about half of ours;

in France about one-third. These countries with Germany have always controlled international markets on highly finished products. They are now returning to peace-time production after adopting American methods and filling their plants with American machinery. They are very short of men and must work so earnestly as quickly to overcome their broken fortunes and pay mountainous war debts. They can overlook nothing. For generations they have depended upon the developed skill and intelligence of their craftsmen, while we have thought in terms of bulk and of raw materials. Our exports have been their raw product.

For instance Europe has taken our cotton at 14 cents a pound, being nothing but soil value and negro labor, and has sent it back to us in fine handkerchiefs at \$40 a pound, all brains with just enough cotton to carry the brains. They take steel at two cents a pound and return instruments at ten dollars a pound. Sixty-five percent, of our so-called "manufactured exports" have carried only from three to fifteen percent of manufacturing labor—copper, petroleum products, meat, flour, hides and lumber,—pretty evidences of our manufacturing intelligence!

Luckily our faces have been saved by our makers of shoes, sewing machines, and machinery. For a little while longer possibly an American manufacturer who ought to so perfect his workers as to put \$5 of labor into an article to reach the home consumer at \$12 can put in \$10 to reach the home consumer at \$24, but not for long, and never for export after Europe is readjusted.

In all this I have no thought of low wages, but the opposite. I am thinking rather of a great manufacturer from whom most of you buy, who began six months ago to train all his tool room workers who got under 70 cents an hour to earn \$1 an hour, and isn't happy with anyone under \$1. He is very hardheaded, too. He is eager to pay this \$1 for what used to cost him \$2, overhead considered. He has had a general training department for three years. Said he:

"Had I known two years ago what I know I never would have put up those two great additions and forced my company to pay taxes on them forever." Let us not build more factories and equipment till we use wisely what we have.

There are only four great manufacturing nations in the world: England, France, Germany and the United States. Outside these four are one and one-half billions of human beings depending upon these four for their manufactured supplies. We must have such a share of this trade as never before. We



cannot well live without it. We are building the ships and our industries must do the rest. We will be short of men for home and for export trade, not in proportion as we waste their efforts, but in proportion as both management and labor learn to conserve effort in perfection of accomplishment.

In requiring anything like 7,500,000 human beings to work at tasks they inadequately comprehend and have no way of mastering we have warped or broken the spirit of our industrial people. We have done a wrong that cannot be measured in human terms. We see today as never before that man lives by the spirit and not by bread alone. High wages alone are not making happy workers. Men will have the spirit satisfied as well as the body before they are content. The new vision includes higher and higher economic satisfaction. Most of all, it sees equally for employer and employee the things of the spirit.

### Disclosing a Man's Worth

**F**REE as drinking water and as satisfactory as the pay envelope is the factory training department where each employee is made master of his work and fitted to ride upon successive occasions to the limits of his natural abilities. Thus will the spirit of sportsmanship, of friendly rivalry and large accomplishments make the hours of work more satisfactory than the hours of play. No employer pays wages. It is the consumer who pays. No man makes a shoe so that his employer may put it in a paper box. He makes it so that some other man may wear it, who in turn makes something for someone else.

No man can learn of himself. He must be taught, and a scientific job must be made of this teaching. Wage-earners must be taught where they work. The war disclosed how, first in England and France, then everywhere. There are not less than 300 training departments in American factories where practicable typical machines of the kind used in the factory are set apart in a separate room corresponding in a way to the tool room. Indeed, a training department may be called a human tool room, a place where the wage-earner is made perfect for the work before him and ready for better things later on.

The United States Training Service has charts showing that in one factory a regular employee was making 195 pieces per hour. They might have let this man go, but instead they put him into the factory training department, where in one week his production was increased 50 per cent, and in  $3\frac{1}{2}$  weeks he reached the highest production which the company expects of the average all-

round skilled producer, being 405 pieces. The advantage to the company in the reduction of overhead equaled the increased wage to the man, so both were happy.

In another chart two men were selected with great care for comparison. They were doing the same thing and believed to have the same qualifications. The one continued at his place in the shop with no improvement. The other was taken into the training department and doubled his production in twenty-three days.

I showed these charts to the superintendent of one of the greatest factories of its kind in the world, asking him if he had had any experience of this sort. Said he:

"Only the other day we sent to the training department a mechanic who had been with us two years and in one week his production was doubled."

Said I:

"What should be my reaction to that statement? Should I be happy at the man's success or outraged that you kept him on half production for two years?"

I was in another great factory when it was reported that a man back from the training department had produced at 11 a.m. what had formerly been considered a day's work. In some parts of the country these training departments are so numerous that anyone can see them in a couple of hours' travel or less.

It is natural that the training I am attempting to describe should be wanted by

the workers and their representatives more than by employers. It is the spirit that crieth out. Nor is it the mere showing of a trick here and a trick there on a machine that is contemplated. It is the continuous and advancing instruction that qualifies for the next step and the next. In Germany before the war it was carefully estimated that 65% of the men in the foremost places in both the managerial and the technical places in her greatest industries had come up through training in connection with their work from little 12 and 14 year old working boys. Our basis for advancement is now too narrow. Too often it is luck or chance that discloses a man's worth.

A training department tests every man. A year after one supposedly ordinary man left a training department he was assistant superintendent; many foremen in this big plant found themselves through its training department. Let's give the best of our ten million factory workers a try-out and a chance!

One factory at the time of the armistice had in its budget \$740,000 for training departments. None of this was an expense, for production, according to its auditors, was cheaper in the training department than elsewhere. Also it was reported that the saving in spoiled stock and broken parts equaled \$3,000 per week. In another factory which was training at the rate of 7,000 workers yearly (the amount of the turnover) 10% of all applicants were eliminated in the training rooms, but for those who entered the factory through the training department the turnover was only 1% per month as against 12%

to 15% of those employed in the old way. Two factories were spending about \$5,000 each on training. Some small factories were spending very little but with corresponding advantage.

The statement that all trades need training is astonishing to some of us who have thought of trade education mostly in terms of metal and woodworking and apprenticeship. A company owning thirty rubber factories finds training departments for the selection and the upgrading of employees as necessary as it is in the metal trades. Simple trades, like rubber shoes and paper boxes, have gotten a bad reputation in some quarters because they take on workers indiscriminately.

I know Vassar graduates who could not make half wages in a rubber shoe factory. Nothing is simpler. Fourteen sticky pieces of cloth are fastened together by mere adhesion; but only those who instantly co-ordinate eyes and fingers can make wages and give quality. By a training department many a girl is saved from weeks or months of unhappy experience. She is helped to a place she also may excel in.

The whole problem is of utmost public concern. Why then should it not be developed at well-administered public expense?



A mechanic at work on a turbine engine. Teach him to do his task with the greatest skill and he will enjoy his job. In this way we develop the greatest of our natural resources—the brains and muscle of our people, which in money alone are worth five times our other resources.



# The Mystery of the Rat-Tail File

That, and many another commercial phenomenon, has been solved—and capitalized—by a business man who knows how to get facts and what to do with them

By THOMAS H. UZZELL

**T**AKE the opening scene in any rattling good detective story. Sir Henry Fortescue, the wealthy and respected owner of Sherwood Manor, lies dead in his bed. Absolutely all that is known about his sudden end is that he succumbed to some strange poison and that the finger prints of a child of seven years were found on the back of a chair. The only child in the manor on the fatal night was Sir Henry's seven-year-old granddaughter, little Cecily.

Excellent! Now, who's the murderer?

Relatives and the town police pile in and try to connect up little Cecily with the strange poison. While they are putting little granddaughter, hysterical with weeping, through the third degree, enter Sherlock Holmes, calmly smoking his pipe. "Let the child run and play," says the great detectuf; "Watson, go find out for me the distance between Sir Henry's bed and the nearest window. In inches, Watson, mind you."

After collecting a number of other patiently observed facts on the case, Sherlock Holmes, one evening, wrapped in his dressing robe in his study, tells the astonished Watson the true story of the crime. A wicked nephew of Sir Henry, long exiled in Africa, has returned with a trained monkey and a jar of blow-pipe poison from the jungle, resolved to make himself heir to Sherwood Manor. He blows tiny poisoned darts at uncle through the window, and the monkey retrieves the darts.

Clever! How does the great detectuf do it? Well, he doesn't jump at conclusions, for one thing; he gathers facts with the thoroughness of a physician diagnosing a disease; finally he makes an hypothesis and accepts it only when all the facts are in agreement with it. That is the method of the best selling detective; it is also the method of the scientist—it was used in discovering the telephone and the submarine and the criminal mosquito as the carrier of yellow fever.

## Edgar Allan Poe in Business

**I**T is also a method of business. Mr. Archer Wall Douglas, Vice-President of the Simmons Hardware Company of St. Louis, uses it constantly in managing the merchandising department of the company. By use of the same ratiocination as the detective and the scientist, Mr. Douglas is enabled wisely to place orders for hundreds of thousands of dollars' worth of goods with hardware manufacturers and to keep the million odd items of merchandise on his shelves in a state of profitable equilibrium.

Take one of the simpler merchandising problems which Mr. Douglas is called upon to solve. Call it "The Mystery of the Rat-tail File." The story opens one busy morning when Mr. Douglas is running through his mail, notices an advertisement in a copy of the *Tupelo Herald*, of Tupelo, Mississippi. Hokum & Nephew, "hardware specialists," announce, among other "sensations," that they are selling Stubbs rat-tail files at thirty cents each.

Now the Stubbs file, as any hardware man

knows, is made in England, and has been retailing in the south for years at thirty-five cents. Why, then, the cut of five cents? Here is the mystery. A habit has been found dead in its bed.

Now to explain things. The obvious explanation is that Mr. Hokum has stocked up too heavily and has decided to unload at a

Mr. Hokum's cut of five cents for Stubbs files? The bank's announcement would indicate increased deposits, greater prosperity, more buying power—but why, then, should Mr. Hokum not sell *more* rather than *less* files? The Stubbs file is just about as good as any American make, and the price is about the same.

Ha, the mystery deepens! It is already clear that for Mr. Douglas to cling to the obvious explanation—the overstock of files—would be to put himself in the same class with Sir Henry's relatives and the town police who jumped on poor little Cecily simply because that monkey's finger-print resembled hers. No, he must get more facts, build up a new theory.

## Solving the Picture Puzzle

**N**OW, Mr. Douglas doesn't smoke a pipe; worse, he doesn't smoke at all, and he doesn't meditate out loud in a romantic dressing gown. He works in a large, airy office furnished with cabinets of reference books full of commercial data, equipment for handling mail rapidly, maps, and a stenographer. He doesn't "meditate" at all. He performs each step of his ratiocination with a sure and swift agility learned by years of experience. And now he forms a new hypothesis about Mr. Hokum's ad. more quickly than I can write it down. Thus:

A glance at Federal Reserve banking reports from Mississippi, at the government's Monthly Crop Report, at recent letters from his salesmen covering that region, corroborates his supposition that the war has brought a boom to the Tupelo district. Next he takes a glance at his sales sheets. Yes, hatchets, motor accessories, gramophones are going well there. These things being so, rat-tailed files *must* be selling well too. If this is so, the farmers about Tupelo are buying another make of file than the Stubbs.

If *this* final deduction is true, it is a truth worth knowing. Mr. Douglas therefore immediately checks up on his facts. He telegraphs for definite information from his salesmen and confidential advisers in northern Mississippi. Every additional fact drops nicely into place in the picture puzzle.

Even the news about the bee expert's lecture and Mr. Foster's son going to college helps to clear up the whole plot. Everything indicates that Tupelo is enjoying not only an increase of banking deposits but an increase of intelligence. Higher prices mean bigger crops, mean more money, mean more machinery, mean a general social shove upward, mean—a breaking down of that conservatism and superstition which keep towns commercially stagnant.

Mr. Douglas now has the complete answer to his mystery: Tupelo farmers are buying *all* kinds of good files, whether or not their grandfathers bought them. And the value of all this "sleuthing" to Mr. Douglas? He has "arrested" one of the best markets in the country for rat-tail files.

The sequel to all of which is that big sales are made in all that region not only of rat-

## Scientific Prophecy

**S**CIENCE digs a thigh bone out of the earth and from it constructs an ichthyosaurus of the Mesozoic period.

Business science, using the same process—Poe called it the ratiocination theory—observes rugs on the floor where carpets had been and reconstructs a selling plan for varnish, carpet-tacks, sweepers, stretchers, castors and on and on even to the tint on the parlor walls.

Here is the story of a man who presents each month to our readers the nation's business conditions, bringing to the task a deductive mind of remarkable quality. He simply applies in larger degree the same methods which have helped build one of our greatest and most successful wholesale houses.

Old readers of *THE NATION'S BUSINESS*, following his almost uncanny deductions, seeing him fly in the face of reports and predictions from government and professional statisticians time and again only to prevail in the end, have asked us how he does it. They will find here the answer to their questions.—THE EDITOR.

sacrifice. That's what Mr. Hokum says. But to accept what *he* says might be jumping at conclusions. It may be just the finger-print to lead Mr. Douglas astray. The ad. doesn't harmonize with that other fact that for years the Stubbs file has been about the only one bought south of the Ohio River. There is no hypothesis that covers both these facts.

Accordingly, Mr. Douglas, like friend Sherlock, gets more facts—"in inches, Watson."

Mr. Douglas again picks up the *Tupelo Herald* and examines it carefully. He discovers that Tupelo's First National Bank is increasing its capital surplus by a hundred thousand dollars; that a representative of the Department of Agriculture has given a lecture on bee-keeping, and that the oldest son of Louis Foster will go to college next fall. Will these facts dovetail with this other one of



tail files but of improved tools and farm implements of all kinds.

If this story is less romantic than Conan Doyle's inventions, it is simply because, as I say, the pipe and the dressing robe are missing, and because, for some strange reason, we all enjoy the merry pursuit of a wrongdoer more than the pursuit of valuable business information. But the process of reasoning is the same in both cases. Success in each instance depends upon the skill with which hypotheses are built up on given "clues" and alertness of imagination and observation used in testing these hypotheses until the correct one is discovered.

As for Mr. Douglas, economic diagnostician of three million square miles of land populated by one hundred million people producing an aggregate wealth of thirty-two billion dollars yearly—Mr. Douglas, when I had traveled from Washington to St. Louis to sit beside him at his desk and ask him how he does it, merely smiled and said: "Why, I just use common sense."

### Economic Second Sight

**M**R. DOUGLAS is modest. His business associates and his many friends over this country know that; they also know that he is something of a wizard at this game of telling what a thing is when it isn't.

"Things are pretty closely related to each other in this world," says Mr. Douglass. "It's simply a hobby with me to note these relations. Success in merchandising depends upon knowing the true character of events and correctly interpreting them.

"For instance, the fashionable lady on Locust Street. You'd think that as far as women's fashions go, we could stock up with shears and flat irons and forget the fashion sheets. But it doesn't pay to forget the relation of one business fact to another.

"Two years ago I saw a woman entering Jaccard's jewelry store. It was July. Her gown was summery enough, but she was wearing furs. I might have spent some time in thinking up epigrams about women—it was a scorching day. But I didn't take the time.

"I returned to my office, called up several fur stores and learned that fur prices were going up. By studying fashion announcements I learned that the edict 'Wear furs' had crossed the ocean from Paris. I watched for women with furs. I saw more and more. I began studying the life of fur-bearing animals and the history of prices during seasons when furs were popular. From all this I made sure that fur prices would be high during the coming winter, which fact would put thousands of trappers at work, which fact meant an approaching big market for traps.

"So I studied traps. I learned which were the best and ordered double quantities of them. The next fall they went like hot cakes."

Since Mr. Douglas was not talking for "publication" (this account of my visit with him being confidential to those who have become his friends through his writings) he gave me a detailed account of his method of reconstructing the skeleton of economic animals with only a rib, or, say, a thigh bone, of fact in the hand. He asked me questions; I answered them—wrongly! With the rib of an ostrich I invariably produced an elephant. From the big toe of a lion I made out a pup! It was great fun.

While this colloquy went on I suddenly realized that I was in the presence of a remarkably good teacher. My pale, dormant

theories of economics, learned in college, took on the shape and color of business realities and got up and walked on their hind legs, and I made up my mind that here was a man who should be made a finishing course in economics for every student of this subject in the land.

Mr. Douglas has his classes,



Photo by Chapman

**Sh-h-h-h! Here's the answer given by Mr. Douglas, but you mustn't let it go any further: "Use common sense."**

however—his eight hundred salesmen groups whom he faces from time to time in an improvised class-room. "Learn to use your eyes, boys," he tells them, and he gives them practical exercise for the cultivation of economic second-sight. He boxes the inductive and deductive compass with them—always beginning with the hard facts of iron, glass and nickle. Instead of saying, "This morning, gentlemen, we will consider the possibilities of the impotency of the law of supply and demand in the face of monopolistic tendencies," he holds up a small corrugated glass object and says: "This morning we will begin with this lemon squeezer. It is a new one. Shall we stock it?"

Perhaps he will hold up a mail-order catalog, stating that it has grown by fifty pages during the year, and ask: "Does this indicate prosperity or the reverse?" He will read an item in a country paper telling of an attendance of sixteen hundred people at a symphony

orchestra in a town of five hundred people, and ask: "What is the state of the market in that town for motor accessories?" The answer given, he may add an aside like this: "Just remember, too, boys, that that music is a pioneer representative of international thought to that town." Follows next perhaps a colorful romance of hog-scrapes in Arkansas, bit of scandal about the virtue of wire nails, or the cheerful disappearance of sad irons.

"Here is an easy one for you," finally said Mr. Douglas to me, indulging my interest in his merchandising brain-ticklers. "Tomorrow we shall order a new stock of horseshoe nails. Shall we order more or less than usual?"

"Depends upon the horse birth rate."

"This government report shows that it is increasing, that there are more horses in the country today than ever before."

"Stock up liberally," I pronounced, squaring away my shoulders. This time I had him!

"But our records show a falling off of sales in horseshoe nails."

"Give up."

"The answer is that the automobile has pushed Dobbin not only out of the city, but off the country road. He has gone back to the land. And there, walking on plowed land, he has small need for shoes. Down go horseshoe nails, up come motor horns."

If all this seems simple to the reader, it is merely because I have shown only straws in the haystack of the problem which Mr. Douglas calls upon himself to perform. His real job is to solve the plot, not one of commodity but of thousands, not of one business but of bunches of them, not of one farm but an ocean of grain overflowing a continental valley—the economic conundrum of the richest, most various and most active nation on earth. He does it, mind you, not primarily for publication, like a professor, but to guide the flow of hundreds of thousands of dollars to the right factories. If a professor is wrong, he may draw a letter of criticism from another professor. If Mr. Douglas is wrong—well, you get the idea!

### What's Doing in Business?

**I** ASKED Mr. Douglas how he keeps a hundred facts about each of forty-eight states in his head. He replied by producing a large sheet of paper. On it was printed an outline map of the United States. All over the tracing were massed innumerable letters, words, and signs in pencil, each one of which, Mr. Douglas explained, represented a discovery he had made as the result of the study of the stream of information that flowed over his desk. "I write the story of the business of the United States in this way twice a year," he said. "I do it in the quiet of my home, finishing it generally in one or two evenings. When the picture is complete I destroy this map. I have no further use for it; its story is in my head."

The next morning at the office, with the help of an assistant, Mr. Douglas transfers in color to the "high lights" of his story a small map of the United States. As new and important information arrived from time to time, the colors on this map are changed. Before him constantly Mr. Douglas keeps this spectroscopic meter of business conditions, and as its colors fade or brighten with waves of prosperity or depression he regulates the financial speeds of a tremendous business.

Once a month a copy of this business meter is sent to THE NATION'S BUSINESS at Washington, with explanatory notes in the form of  
(Concluded on page 44)



# Cash, Credit—or Goods?

Our country has been so generously blessed in its trade balance that the huge proportions of our good fortune demand careful handling to prevent its reaction against us

By **GEORGE E. ROBERTS**

*Vice-President, National City Bank of New York*

**F**OREIGN exchange has always been considered a subject of great obscurity to the layman, and in fact it has many complexities, but the main principles are simple enough.

If a country imports more than it exports, evidently it must settle the difference. The methods of settlement are substantially the same as in case of an individual who buys more than he sells, to-wit: by payment of cash, a use of credit which postpones payment, or by the transfer of securities representing property of some kind.

In normal times trade naturally keeps fairly well in balance, a country's outgoing products approximately settling for the products and services which it obtains of others. We see this principle illustrated within our own country in the relations of particular sections to the whole country. The products of a state flow out to the general markets and settle for the goods which that state buys outside, and for various services, such as transportation, insurance, loans, etc. In some cases, as when a state's production is mainly of one crop, the payments will run heavily one way at one season of the year, when the state will accumulate either cash in its own banks or credit balances in the banks of financial centers outside; and then during the remainder of the year the payments will run adversely, compelling shipments of cash or a drawing down of outside balances, and possibly the negotiation of loans outside.

If there should be a crop failure, cutting off the flow of products one way, the situation will be thrown seriously out of balance. In this event the state or locality will be obliged to use its credit to a greater extent than usual. The merchants will ask for credit where they are accustomed to buy, the local banks will borrow of their correspondent banks in the financial centers, real estate loans will be negotiated, collateral will be pledged, and securities will be sold, all for the purpose of tiding the community over an adverse trade balance.

Settlements between different sections of this country are now made largely through the Federal Reserve banks, and the system illustrates the usual process of settlements between countries. Drafts, checks, etc., representing claims for cash received within a given reserve district, first find their way to the reserve bank of that district; the reserve banks send them direct to each other, but report their claims on each other by wire daily to a

clearing house maintained in Washington, where they are offset against each other. This clearing house keeps a book account with each reserve bank, crediting it with balances in its favor and debiting adverse balances. It has in its custody a stock of gold, amounting at this writing to about \$524,000,000, deposited by the reserve banks for the purpose of covering the balances which may arise against them.

Originally, these deposits were actually segregated, and weekly settlements were made by the physical transfer of metal to balance the accounts, but of late the gold is all kept together, like the ordinary deposits of a bank and settlements are made simply by debit and credit entries. The efficacy of the system, however, depends finally on the authority which the Federal Reserve Board exercises to require the creditor banks to re-discount paper for the debtor banks whenever the latter's share of the gold fund runs low. The parity of domestic exchange is thus sustained at last by grants of credit between the Federal Reserve banks. The whole system is based upon the theory that in the long run the transactions will balance each other.

## But What of Foreign Barter?

**A**RGUING from the successful operation of this clearing system with its gold settlement fund, an international clearing system and gold settlement fund have been suggested. It would work all right, undoubtedly, so long as every country kept up a deposit of gold sufficient to cover its adverse balances, but when any country failed to do this the exchanges on it would slump, unless the creditor countries would come forward with loans.

It is obvious that there is more difficulty about managing an unbalanced situation in the international exchanges than in the domestic exchanges. Between different sections of the same country, the money is the same, banking system the same, investments are mutually familiar, and all business relations are so close as to establish confidence and credit. Between this country and England the conditions have been quite favorable in

the past because England has been a large investor in American securities, and had a familiarity with them which made it easy to pass large amounts of them back and forth in the balancing of trade differences. We, however, have never invested much in British securities, and comparatively few people in this country have any knowledge of them. Therefore, now that there is a heavy trade balance in our favor in our dealings with England, we are not as well prepared to handle the situation as England was when the balances ran the other way.

London's long career as the clearing center of the world's trade has been due to several important conditions:

Her maritime supremacy, with shipping lines communicating directly with all parts of the world.

Her capital investments in all parts of the world, creating credits for her everywhere, making London a world market for securities and familiarizing her bankers with credits everywhere.

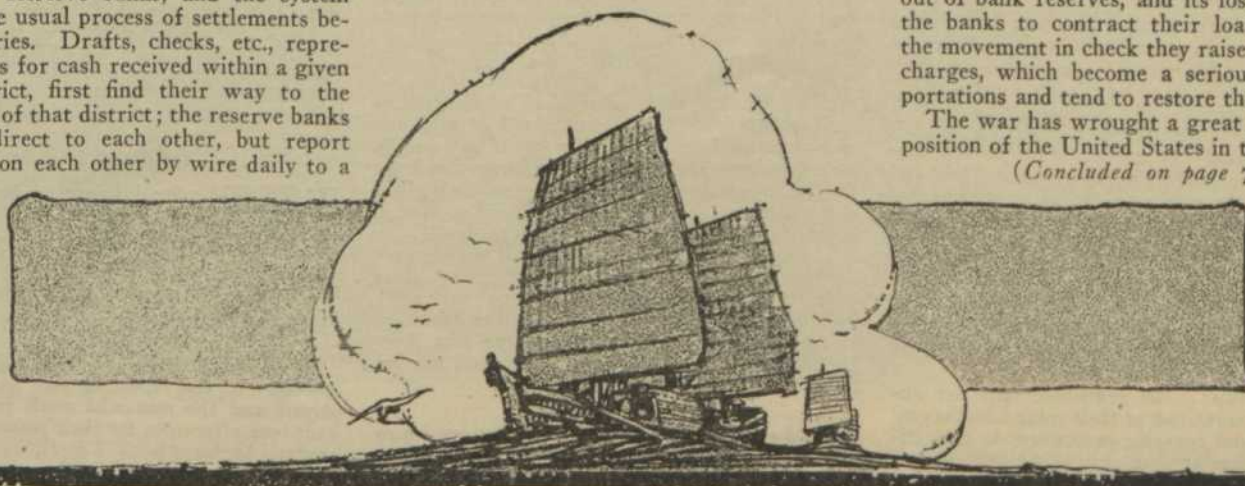
The great free trading market for commodities of every kind, making it always possible to sell any kind of products there at a good price.

The free gold market, making a draft on London a preferred means of payment anywhere in the world.

Fluctuations in exchange rates are caused by the fluctuating state of trade. If trade is in balance, there is no factor in exchange rates but the simplest of banking service. It is merely bookkeeping, the drafts drawn between countries cancelling each other in the accounts. But as soon as trade begins to get one-sided a new service is required and somebody must be paid for rendering it. A credit must be created by other means. If the balances are small and temporary or seasonal, the bankers of the debtor country will readily handle them. They first will draw down their foreign balances, and perhaps borrow to replenish them, and so far exchange charges will be light. If the adverse balances increase, exchange rates will rise and gold will begin to flow out. This gold will come out of bank reserves, and its loss will compel the banks to contract their loans. To hold the movement in check they raise the exchange charges, which become a serious tax on importations and tend to restore the equilibrium.

The war has wrought a great change in the position of the United States in the exchanges.

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# Looking in on Congress

Wit and fancy rescued from the oblivion of the Congressional Record and presented here as an intensely human and intimate picture of your lawmakers as they struggle to get the will of the people upon the statute books

**T**HERE are 531 members in the two houses of Congress. Each of these has something that raised him above his neighbors—or he would not hold his seat. Every one of them is unusual, and many of them are remarkable men. Their places were won largely through wit and speech; it is but natural, therefore, that the continual thrust and parry of debate on the floor produces verbal duels and slugging matches as entertaining as any that our dramatists have striven laboriously to create.

It is solely with the purpose of giving you a better and more human understanding of the congressmen and their job that we present these fragments of their proceedings. There are no dark political motives actuating the reporter who covers the assignment. Do not, gentle reader, attempt to discover herein any editorial design except that of rescuing for you some excellent and illuminating reading that otherwise would be lost.

## Unfair Practices?

**A**DMITTING that the cobbler should stick to his last, is it equally true that the musician should stick to his oboe? The question is raised by the shoemaking interests of Annapolis in protesting against the fact that the members of the Naval Academy band improve their idle hours by competing with them for the worn footwear of the city.

Mr. LaGuardia, of New York: Mr. Chairman, I move to strike out the last word for the purpose of asking the chairman a question. I want to ask him if he has any information about this. I have received complaints from the citizens of Annapolis—although it is not in my district—that the members of the band of the Naval Academy are engaged in shoemaker work, and doing business in competition with the residents of that city.

Mr. Butler, of Pennsylvania: Yes; and they cut their own hair.

Mr. LaGuardia: Is there any way of stopping that?

Mr. Butler: What? Making shoes?

Mr. LaGuardia: No; in engaging in business in competition with the residents of Annapolis?

Mr. Butler: I do not know anything at all about it. I understand these men repair shoes, are good shoemakers and good bandmen. Of course, they do not play in the band when they are mending shoes. They get some money from the Government.

Mr. LaGuardia: We appropriate pay for these men who are engaged in other work.

Mr. Mudd, of Maryland: The band is composed of seventy-five members. From time to time and from day to day it is split into two or three parts in order to accommodate the midshipmen in their drills. The band has not any time to do more than one thing, and that is to play. The band has been recommended by the superintendent of the academy to receive an increase in their pay upon the same basis as the military band at West Point is paid. They have not received this increase, but I think it should be granted. I mention that incidentally, if the gentleman from New York will permit, and wish to say that they do not do any work except to perform their duty as bandmen.

Mr. LaGuardia: The gentleman does not approve of this proposition of their going into the city of Annapolis and engaging in business in competition with citizens of that city?

Mr. Mudd: I do not believe in that, and I hardly think that statement is correct.

It is my desire that the band be made a perma-

nent institution, the personnel of which should not be changed from year to year.

Mr. LaGuardia: It has been practiced.

Mr. Mudd: The bandmen have not time to practice it.

Mr. Butler: We want to pay this band. It is engaged there nearly all the time. The gentleman from Maryland says it is divided into three parts. I think the band should be paid enough by the Government to enable the members to live decently and not have to go into competition with other men.

Mr. LaGuardia: It does not meet with your approval?

Mr. Butler: No.

Mr. Padgett, of Tennessee: I wish to say, Mr. Chairman, that they are enlisted men and paid out of the pay of the Navy. They are not cared for out of any appropriation for the Navy.

Mr. Mudd: There is not anything in this bill to increase the salaries of the band, and I would like to introduce an amendment to that effect, in accordance with the recommendation of the superintendent of the academy.

Mr. Butler: Do not introduce it here.

## Next—A Chewing Jacket

**B**EING a bitter attack upon those pale souls who must have a costume to smoke in, with expert advice from a native of the tobacco country about how to get the most out of burning the weed. From which the discussion progresses to the question of what is a luxury and whether ice cream cones are a menace or a necessity.

Mr. Thomas, of Kentucky: A man who will wear a smoking jacket should pay a big tax on the entire cost. A smoking jacket is merely a fad and not a comfort or necessity. I have never yet heard of a man wearing a chewing jacket, and fully as many men chew as smoke. A smoking jacket is a useless thing anyway, though I presume some men imagine they look quite handsome and cute and distinguished in one of about the stripes, checks and colors of a shirt that a colored dude would wear to a negro picnic in Georgia. A man with a smoking jacket on usually goes into what he calls a den and lights a five-cent cigar, for which maybe he paid fifty cents and thought he was getting a great bargain because he paid a high price. He puffs away and believes he is getting a fine smoke, but he is not, because he does not know what a good smoke is.

If a man wants a good, comfortable, soul-satisfying smoke he should get a Kentucky or Missouri corncob pipe and some natural-leaf hillside tobacco and go out into the country to a log farmhouse and sit in the front yard under an old oak tree, in his shirt sleeves, with his shirt unfastened in front and his suspenders down, close by an old well of cool water with a sweep and an old, moss-covered bucket.

There he can get the right kind of smoke, such as the denizens of crowded, profiteering cities never dreamed of in their philosophy, while with half-closed eyes he watches the curling, fragrant smoke drift away and mingle with the lazy, fleeting clouds while he dreams of home and heaven. [Applause.]

Mr. LaGuardia, of New York: The gentleman does not seriously mean to say that ice cream is not a necessity, taking into consideration the climate and conditions and the needs of children?

Mr. Kitchin, of North Carolina: Why does not

the gentleman come right out and say that when prohibition goes into effect in New York, ice cream, as well as soft drinks, will become a necessity. Is that what the gentleman means? [Laughter.]

Mr. LaGuardia: Not exactly; I am very serious in this.

Under the conditions and the surroundings we have in New York City, I say ice cream is a necessity for the proper care and nourishment of children.

Mr. Kitchin: If the gentleman wants me to express an opinion, although I am not an expert—

Mr. LaGuardia: The gentleman is an expert on raising children. [Laughter.]

Mr. Kitchin: I am not a physician, and do not know much about the Public Health Service, but I would say that if the children can not afford to pay the small tax on ice cream, I would suggest that if they would take a glass of pure milk, costing a good deal less, put in a little ice, it would be much more refreshing and more wholesome, and in every way serve their health much better than ice cream, the make-up of which is, in many cases, very doubtful.

## As to the Habit of Hens

**I**T is comforting to learn that all this talk about our merchant marine has in no way affected the ancient practices of the barn yard, as the esteemed gentleman from Kansas politely informs his honorable colleague from Pennsylvania.

Mr. Layton, of Delaware: Mr. Chairman, as a matter of fact, I am rather familiar with the cold-storage proposition in the State of Delaware. It increases the price of eggs all of the year around and for a very obvious reason. The cold-storage man sends out in the prolific months of May, June, July and to a certain part of August and he buys up the eggs at the prevailing prices. He buys them carefully.

Mr. Moore, of Pennsylvania: My constituents, who are largely consumers, who do not produce eggs, because they have no farms on which to harbor the hen, have to pay substantially the same price now for eggs that they will pay next December and January. That is under somebody's control. I wish the control might be broken, so that we could get fresh eggs in April and May, when the hens of Iowa and Nebraska and Kansas are laying, at the price at which the farmer sells them, with a reasonable profit to the man who handles them.

Mr. Campbell, of Kansas: Mr. Chairman, may I correct the gentleman from Pennsylvania [Mr. Moore] to this extent—that hens roost, they do not go into harbors. [Laughter.]

Mr. Moore, of Pennsylvania: If the Kansas hen lays while roosting, she is different from other hens. [Laughter.]

Mr. Campbell, of Kansas: Well, they do not even go in a harbor to lay. [Laughter.]

## "But It's Better to Lie in Bed"

**T**HE fight over daylight saving discloses the confusion of the town in Georgia where the noon whistle blows at 9.30, and makes clear the troubles of the irate farmer who has superseded Miss Incense Breathing Dawn in rousing the sleepy rooster.

Mr. Bland, of Indiana: I am told that the chief objectors to the repeal of this law are the golf players and the men who work short hours and want long afternoons for their pleasure and amusement. [Applause.]

We do not play much golf down in our section of the country. Playing mumblety-peg and pitching horseshoes are among our finest sports. How-





Taken for The Nation's Business by Chas. T. Chapman.

**S**T. JOHN'S Episcopal Church, Washington, has been since its foundation in 1816 the house of worship for fourteen presidents. Madison attended this church. It may be that the fact that it was just across Lafayette Square

from the White House had something to do with its popularity. Flanking it and towering above it are the wings of the new War Risk Insurance Building, a monument to a more material form of provision for the future.



ever, that does not require very much time or any special part of the day.

I know of a town in Georgia where the noon whistle blows at 9:30. I am told that under sun time and the establishment of the meridian lines they are thirty minutes earlier than the sun. The daylight-saving act moved their meridian an hour and the clock was moved up an hour by Section 3 of the act, which section we seek now to repeal. It often occurred that fellows would start from an adjoining town lying to the east, ten miles away, at 7 o'clock and arrive in this Georgia town that is so afflicted and have their breakfast by 5 o'clock in the morning.

Mr. Moore, of Pennsylvania: I got up this morning at 6 o'clock [cries of "Oh,"], and having bathed, and had a good shave and a breakfast, I proceeded down the street at 7 o'clock and enjoyed the experience, and entertained the same thought with respect to daylight that Benjamin Franklin did in London very many years ago. I saw this morning in Washington what Benjamin Franklin saw walking down the Strand. Daylight, but stores closed; sunlight, and glorious weather, but nobody on the street. Why? Why, because they had stayed up the night before burning gas and electric light, using up their eyesight and nervous energy. They were wasting the beautiful morning hour in bed. [Laughter and applause.]

Mr. Campbell, of Kansas: Those who are in favor of retaining the law, now the war is over, are simply deceiving themselves and attempting to deceive the public. It results in no saving of fuel. The lights that are turned on in the morning are turned off in the evening about the usual hour and the hour is not saved. Somebody said here this morning he walked down the street at 7 o'clock this morning and noted like Benjamin Franklin how time could be saved. Why, at 7 o'clock the sun is up and it is not necessary to have electric lights turned on, and if you go to bed at 9 o'clock it will be almost light enough to read by, so there is nothing saved, nothing good comes of it.

Then, too, our contract with the old rooster is that he should begin crowing at 3 o'clock in the morning and it is unfair to him to have him start at 2 o'clock. [Laughter and applause.]

Mr. King, of Illinois: The window pane in the farmer's house is a sign from Congress for him to get to bed, an hour ahead of the hens, if he desires to accomplish the necessary work of the following day. If he has some dairy cows and has to get his milk to the milk train at 7 A. M., new time, or 6 A. M., old time, he must get up at 4:30 A. M., new time, or at the truthful hour of 3:30 A. M., old time, in order to catch the train. And if he is farming without a dairy herd he finds that Congress requires him to change his getting-up time from 5 A. M. to 4 A. M.

The poet Gray in his *Elegy* speaks of the "breezy call of incense breathing morn"; "the swallow, twittering, from the straw-built shed"; "the cock's shrill clarion"; and "the echoing horn"—all as instruments whereby our ancient agricultural ancestors were in the morning aroused "from their lowly bed." But the Poet Gray, were he writing today, could not make his beautiful language applicable to the modern farmer working under the daylight-saving law.

On the contrary, it is a habit of the farmer under this law to rise so early that he is the one who rouses the swallow from the straw stacks, sounds all the horns and clarions, punches the poultry from the perch, and kicks the sleepy rooster in the slats long before Miss Incense Breathing Morn arrives on the premises.

### Should the Nut Be Encouraged?

**W**HETHER the commercial importance of the nut industry justifies an additional appropriation from our heavily drained coffers is a matter of opinion. The subject furnishes an opportunity for several restful, if not entirely original, pleasantries.

Mr. Raker, of California: Well, it just catches the pecan, but it does not affect the almonds, nor does it affect the other nuts that are referred to in this amendment. You see that the bill has carried this \$9,000 on pecans, but no provision has been made in the bill relating to the other.

Mr. Walsh, of Massachusetts: Would it not

be just as well to include those in that proviso—the other nuts that the gentleman is interested in?

Mr. Raker: It would cover the same point; yes. With an additional appropriation of \$30,000 it would be all right.

Mr. Walsh: I assume they are California nuts, largely.

Mr. Raker: Well, they grow out there; but they grow them all over the United States, and we want to assist this industry whenever we can.

Mr. Moore, of Pennsylvania: Are nuts any more indigenous to California than they are to Massachusetts. [Laughter.]

Mr. Raker: There are some kind of nuts that are more indigenous to Massachusetts than California, but both States grow good ones, and some of them are pretty hard to crack. [Laughter.]

Mr. Moore, of Pennsylvania: All those that I have seen from California are pretty good nuts; that is true. [Laughter.]

### The Capital's Game Laws

**T**HE birds and beasts that roam the wild spaces of the District of Columbia are not going to be without protection as long as Congress is articulate. As witness this interchange which has to do with the sanctity of the game laws and a novelty in the shape of a two-figure deficit:

Mr. Gard, of Ohio: I move to strike out the last word of this very inconsequential item for the purpose of asking about the game laws in the District of Columbia. What are the game laws in the District of Columbia? Do they apply to wild game or to the games that flourish in the haunts of peace? Does this apply to the police force, or is there a game and fish protective association or anything like that in the District of Columbia?

Mr. Davis, of Minnesota: I really can not inform the gentleman of all the details as to how they expend this money. I do not think they expend the whole \$100. In case some member of Congress should get on a rampage and go out and hunt wild geese or ducks or chickens, he might be subject to the provisions of the game laws of the district.

Mr. Gard: Does the gentleman mean that there is any laxity of enforcement of the game laws of the District of Columbia, which accounts for this small appropriation? I have made the inquiry in good faith, because I did not know there was any necessity in this district of ten miles square, for any very elaborate system of game laws; but after hearing the gentleman's suggestion about chickens I realize that I may be in error. [Laughter.]

Mr. Davis, of Minnesota: I am informed that there is some wild game flying over, which occasionally alights out here on the Anacostia Flats, ducks and things of that kind.

Mr. Gard: Ducks?

Mr. Davis, of Minnesota: Yes; and if anybody shoots them and they fail to inform the authorities—the gentleman will notice that the amount here is pretty large—\$100. We have spent out of that some \$42.

Mr. Gard: The amount was so inconsequential that I wondered whether there were any game laws at all in the District of Columbia.

Mr. Davis, of Minnesota: If the gentleman will yield, I notice on the House Calendar there is a bill (H. R. 1199) to prohibit the purchase, sale or possession for the purpose of sale of certain wild birds in the District of Columbia. That was introduced, I think, by the gentleman from Illinois [Mr. Graham]. I am sorry the gentleman is not a member of the deficiency committee, for if this bill goes into effect, as it will, we might have to have a deficiency of \$25 or \$50.

Mr. Gard: That is to take care of the wild birds.

Mr. Davis, of Minnesota: Yes; these wild birds alight on the flats of Anacostia. We are going to make a park at Anacostia some day, and we want to prevent the wild birds from encroaching on it.

### A Talk Against Talk

**G**RANTING that it is the business of Congress to talk and ask questions, there is such a thing as carrying these duties to the point where they wax obnoxious to some of the members themselves. In his wrath over

indulgence in this weakness Mr. Hardy, of Texas, coins a new name for the body and expresses his opinion of how Congress would have acted had it been on hand in the beginning when order was evolved out of chaos.

Mr. Hardy: There is one body of men in this Capitol that ought to be termed "The Unlimited Tea-hour, Twelve-hour, Fourteen-hour Talkfest Union." It is one union that does not want any eight-hour day.

And all the time and every time they talk it is for the purpose of making an attack on the administration. The President was attacked, first, because he went to Europe and, second, because when he went there he did not forestall all the action of the council by telling what he was going to do. And since he has been there he has been attacked every morning because he did not send word before breakfast what he did the day before. These gentlemen, if they had been present when God Almighty was trying to evolve order out of chaos, would have called upon Him every morning to state what He did the day before. [Laughter and applause.] They never would have waited six days until He had completed creation. They would have demanded at least a daily report.

Mr. Hardy of Texas: I will yield to the gentleman for a question.

The Chairman: The time of the gentleman from Texas has expired.

Mr. Knutson: I ask unanimous consent that the gentleman from Texas be given one minute more.

Mr. Hardy: I will ask that it be made five minutes.

The Chairman: The gentleman from Texas has unanimous consent to proceed for five minutes.

Mr. Knutson, of Minnesota: I would like to ask my friend from Texas if he considers this proposed constitution of the league of nations an "open covenant openly arrived at"?

Mr. Hardy, of Texas: I will answer the gentleman in this way, that no power under the sun could tell what that council necessarily must encounter in readjusting the map of the world, and gentlemen like the one who asked me that question know full well that the council can not tell to-day what their conclusions to-morrow will be. [Laughter on the Republican side.] And gentlemen on the Republican side know full well that if they were debating a question on this floor, unless they were content to tie their hands and unless they were determined on a policy regardless of right and justice, they could not tell what the action of the Republican Party would be. [Laughter and applause on the Democratic side.] And furthermore, the gentleman knows to-day that the members of his party do not now know whether they intend to make it a party policy to oppose the league of nations. [Laughter on the Democratic side.] And furthermore, they know that while they desire to attack anything that Woodrow Wilson does, they dare not put their condemnation upon the league of nations now. [Applause on Democratic side.]

### Where Charity Begins

**I**N a fit of curiosity Mr. Blanton, of Texas, seeks to discover whether persons employed by the government had an unreasonable number of relatives in the same condition. Having thus roused the investigative tendencies of his colleagues, someone began digging through the records and discovered that Mr. Blanton himself had been rather successful in placing members of his immediate family on the government pay-roll. Whereat the gentleman from Texas defended himself as well as he could. Said he:

Mr. Speaker, there was one question asked by my distinguished friend from South Carolina [Mr. Stevenson], which inadvertently I did not answer. He is entitled to an answer. He asked me why it was that I had a son who was a page boy in the House of Representatives. When I reached here two years ago, a new man from West Texas, I was told that I had a position of page in the House of Representatives at my disposal.

I spoke to my people in my home town shortly afterwards, to a big audience of them, and I said:



"People, I have at my disposal in Washington the position of page. It is considered by some men—possibly by the gentleman from South Carolina—as an insignificant position, but I consider it an honorable position. I would like for one of your West Texas boys to occupy it. You can not afford to send your boy up there; but if you can and want to do it, I will promise any man here if he will send his boy there I will appoint him page in the House of Representatives; but if you can not send your boy I will consider it an honor for my boy to sit in the House of Representatives at the knee of Champ Clark, of Missouri."

Mr. Bankhead, of Alabama: Mr. Speaker, I desire to make a point of order.

Mr. Blanton: In a minute I will yield. I will yield to my good friend—

Mr. Bankhead: Mr. Speaker, I would like to have a ruling.

The Speaker: The Chair really was not listening to the gentleman from Texas, he regrets to say. [Laughter and applause.]

Mr. Bankhead: Under those circumstances I will not insist on a ruling.

Mr. Blanton: Mr. Speaker, although the distinguished Speaker was not listening to me, evidently I had the attention of the distinguished gentleman from Alabama. [Laughter.] I told

my people that if they did not want me to have my son as a page or their son as a page, there would be enough Republican boys here to act as page, but I preferred to give it to a Democratic boy from West Texas—

Mr. Carter, of Oklahoma: Will the gentleman yield?

Mr. Blanton: I do.

Mr. Carter: Did I understand the gentleman to say earlier in his remarks that he told his people that they could not afford to send their boys here to Washington to take the place?

Mr. Blanton: I said they could not afford to do it. [Laughter.]

Mr. Carter: That is what I wanted to get in the Record.

Mr. Blanton: I told them—

Mr. Carter: That is prior to the time you told them you were going to appoint your son.

Mr. Blanton: The remark of my distinguished friend from Oklahoma is very facetious. It remains the fact I had the express permission of my people, and I want to say now if any good Republican friend of mine will give me his page patronage I will put my little son back here, because I am willing for him to associate with this splendid body of men, even though he does have to look into the countenance of my good friend from

Alabama occasionally. [Laughter and applause.]

Mr. Stevenson, of South Carolina: Wait a minute, Mr. Speaker. As this thing goes along, history grows. The gentleman is apparently denouncing clerks for having kinsfolk in the service of the Government, and since we discussed the fact that at the last session the gentleman was the father of a page in this House, and that he was and still is the father of a clerk in the shape of a fourteen-year-old boy, it comes out that, bless your soul, he had a clerk in the post office at the same time. Why, Mr. Speaker, he was getting to be a monopoly. He was violating the Sherman Act, and he ought to have been dissolved by an order of the Supreme Court. [Laughter.]

Mr. Blanton: Mr. Speaker, in final reply to the distinguished gentleman from South Carolina, I want to say that if there are any pernicious practices carried on in the House of Representatives I want the people of South Carolina to determine who is most responsible, their Representative who has been here for years and years or a new man from Texas who has been here only one term.

Mr. Stevenson: If you want to submit that to the people of South Carolina, they will give you an answer very quickly, but I am not going to call a meeting to determine whether I shall have a page in the House or not. [Laughter.]

# Congress and the Business Man

## High Lights on Important Measures Considered During the First Period of the Present Session. Their Effect on Our Industrial and Commercial Situation

### This Year's Expenses

MAY 19 to July 1 was the first period of the present session of the new Congress. In the thirty-seven legislative days in this period Congress passed the eight large appropriation bills which remained when the earlier Congress reached its end, on March 4. With the passage of the bills that had been left over, appropriations for expenditure in the twelve month beginning on July 1 exceeded \$6,000,000,000. Of this aggregate \$3,000,000,000 were in the regular annual supply bills and the balance was for such purposes as guaranty of the price on wheat and interest on the public debt. In the prior year the regular appropriation bills carried \$17,000,000,000; this amount was augmented by funds to meet deficiencies, and the expenditures in the twelve months that ended with June were actually \$18,500,000,000. That there is some financial difference between war and peace is obvious.

### Daylight Saving

TWO of the appropriation bills which Congress had ready for the President's consideration when he returned to Washington on July 8 did not get his approval. The Agricultural Appropriation bill received his veto because of a rider which undertook to repeal the whole law of March, 1918. That statute instituted daylight saving and gave the Interstate Commerce Commission instructions to determine the zones of standard time which should be observed in the United States. Advocates of daylight saving naturally had objection to repeal of the law after hearings that were decidedly hurried, and the Interstate Commerce Commission was considerably upset when it discovered that, through the vagaries of legislative chance, its elaborate investigation and six big volumes of record were to go for naught.

### Veto of Riders

THE President's veto at least temporarily transferred disconcerted feelings from the Commission to the Department of Agricul-

ture, whose \$33,000,000 of appropriations are carried in the bill and which for the time being has no funds with which to pay even its messengers. This condition of things should lead the Department of Agriculture to join heartily with the other advocates of authority for the President to veto separate provisions in appropriation bills, and make the rest of the provisions law. Such a proposal is urged by business organizations as conducive to business procedure in the legislative affairs of the federal government and to abolition of abuses that appear in riders. When an appropriation bill came along with riders the President could then deal with each provision and item on its merits, and not have to accept or reject a whole congeries of unrelated propositions.

### Soldiers' Rehabilitation

THE President's second veto is likely to create still more advocates of provisions that will enable the President to exercise real discretion when he considers appropriation bills; for the Sundry Civil Appropriation bill which he sent back to Congress carried a total of \$605,000,000, including millions for the Shipping Board, the War Risk Bureau, the Reclamation Service, and other big services, and goodly sums for a long list of other federal agencies. In this instance the President sympathized with the plea of the Board for Vocational Education, that the appropriation given it in the bill for rehabilitation of disabled soldiers, sailors, and marines, and the limitations that went with it, would not permit it adequately to proceed with its duties, as it sees them, of interviewing men at 187 places of discharge from service, of considering the needs of 129,000 disabled men it already has on its records, of arranging for the training of 14,000 men who have been recommended for training, of supervising the progress of 4,500 men who are now actually in training at institutions, factories, offices, and farms, and of dealing with the 30,000 men it expects to be discharged from hospitals with tuberculosis arrested. Incidentally,

the Board expects to have to pay the whole of the \$75 a month each man in training receives for his support; in the past the Bureau of War Risk Insurance has met about \$35 of this monthly payment.

The Board and some members of Congress have their disagreements. It is accordingly difficult to forecast what result will come from the President's veto.

### National Budget

THE reform which would enlarge the President's veto power has not in fact made much progress. Another reform in the federal government's methods has got at least to the point of consideration. This is the proposal for budgetary procedure to correlate expenditures and income. Before the Sundry Civil Appropriation bill went to the President a provision which the Senate on June 28 inserted, for a commission to report by December 1 a plan for budgetary procedure, was eliminated by the House. The commission would have been composed of the Secretary of the Treasury and two other executive officials appointed by the President, three members of the Senate and three members of the House. Both political parties have declared for a budget. The practical problem that is troubling Congress is how far it is willing to go. There are pending in both House and Senate, not only bills which would themselves take actual steps toward a national budget, but also proposals for separate committees of the House and Senate to study the subject and report what they think feasible.

### Substantive Legislation

WITH appropriation bills out of the way, except for debates over vetoes, Congress can turn more of its attention to substantive legislation. In fact, for this kind of activity it did not wait until July 1. In June it found time to pass a bill which repeals the law of a year ago under which the government assumed control of wire communication. This bill is now law by the President's signa-



ture and becomes operative on the last day of July. Within 90 days there is to be a report of all action taken in connection with the control that was exercised. Present rates for telegraph and telephone service, as put into effect last December by the Postmaster General, are to stand until October, unless sooner reduced by the companies or changed by the ordinary regulatory authorities.

The bill regarding waterpowers, which when passed will represent the result of twelve years of attempts at legislation, is another measure that has got ahead. It is practically the measure that was finally agreed upon in the last Congress by conferees between the two Houses, and in most of its provisions is understood to be generally acceptable. This bill passed the House on July 1, and is now before the Senate Committee on Commerce, which will probably proceed to consider it soon after July 15.

At the end of June both Houses voted to extend until June 30, 1920, the present law for diversion of water at Niagara Falls for development of power.

### Prohibition

ON June 27 the House received from its Committee on the Judiciary a bill which would provide federal enforcement of the statute of last November regarding intoxicants during the period of demobilization after July 1 and also of the prohibition amendment to the Constitution, which goes into effect on January 16, 1920. In the week of July 18 this bill was a center of lively debates. Few recent bills have had so many possible angles. A mere inadvertence in language might close down our industries which use industrial alcohol, and they are numerous and important. At one stage in the history of the bill the language would have kept these industries from using any alcohol which was potable or capable of being used for beverage purposes. The large task of investigating to find violations of the federal prohibition laws is given by the bill to the Bureau of Internal Revenue. According to some of the critics, the Bureau will have to add to its staff a great corps of painters, at 80 cents an hour to obliterate advertisements of intoxicants on every bill-board, barn, and fence in the land. After surveying all the possibilities of legislation of this sort, some officials in the Bureau of Internal Revenue, which would probably rather stick to its job of collecting revenue, have tried their hand at drafting a bill which would confer on the Bureau broad discretionary powers under which it might avoid some of the difficulties in a bill that is full of precise specifications.

### Tariff and Taxation

OTHER measures have been before committees. The House Committee on Ways and Means has devoted a month to hearings and discussion of legislation that would be appropriate for maintenance of essential industries developed during the war, such as the manufacture of coal-tar dyes. Statutes of this sort are not easy to frame in such a way they will be proof against all contingencies. In England, all imports of coal-tar dyes are now made through a commission at London. A licensing commission is at present being considered by the House Committee. There would be eleven members,—a chairman, five members representing domestic manufacturers of colors, and five representing consumers. The chairman would have a vote and each group would have one vote, balloting as a unit upon all business

coming before the commission. It would be the duty of the commission to license for importation only such shipments as are reasonably necessary and as would not tend to impair a self-sustaining and competing American industry in the manufacture of colors.

This is not the end of the House Committee's problems. It is expected to open hearing upon the general tariff schedules, but will wait until September. Repeal of luxury taxes, which had some inconclusive debate in the House six weeks ago, it will probably bring forward again rather soon. How far it will later go into income and profits taxes has not yet appeared, although it has before it some minor suggestions, such as a recommendation from the Treasury that deposits made in the United States from abroad should be freed from taxes on the interest, in order that there may be encouragement and not repulsion of transactions that will strengthen our international financial position.

### Railroads

THE Railroad Administration, of course, got its appropriation of \$750,000,000 and is proceeding to pay its certificates of indebtedness. The bill which would restore the Interstate Commerce Commission's power to suspend proposed new rates, and which passed the Senate on June 12, may soon come before the House. To the proposal to cancel the Commission's authority to suspend the prohibition against lower rates being charged for a longer distance than for an intermediate distance, further attention will not be given just now by the Senate Committee on Interstate Commerce, but the question will be raised again in connection with general railroad legislation.

Upon such general legislation the Senate Committee is at work in executive sessions. Hearings on the same broad subject will begin on July 15 before the House Committee on Interstate and Foreign Commerce, with the Interstate Commerce Commission appearing first and being followed by the Director General of Railroads.

### Other Legislation

ON many other subjects there may be developments. The whole field of possible legislation is more or less open in this Congress, at least to the extent of the introduction of bills and possibly of hearings. Respecting our policy about our merchant marine, the House Committee on Merchant Marine and Fisheries has the Shipping Board's report of June 12, and has to an extent set to work through subcommittees. Bills are in preparation for increasing the means for financing foreign trade, although the chief measure does not seem to have yet got into concrete shape. The Federal Reserve Board, seeing the necessity of popular interest in investments for this purpose, has recommended that even small national banks should, for two years, have authority to make investments of this sort to the extent of 5% of their capital and surplus, as a way of showing the way to their clients. A court of patent appeals, and establishment of the Patent Office as an independent institution, separate from the Department of the Interior, are being discussed before the House Committee on Patents.

Of subjects there is no lack. The question is how far bills will take such form as to be ready for early debate. Skepticism on this point is leading to discussion of a long recess in about a month, or even of ending the session early in the autumn, in order

that committees may have a chance to put their measures through the first seasoning processes. These are the questions that arise in the House. In the Senate, there is not much contemplation of either recess or adjournment; for the Senate has the peace treaty on its hands.

### A Word with the Prophets

PROFITEERING has had tremendous vogue during the last eight months. Individuals who have refrained from indulging publicly have practiced the habit in private.

Of course, many prophets have laid out trouble for themselves and some of them may now be contemplating refuge in neutral countries. As late as May the Bureau of Mines modestly referred to the probable course of prices for copper, suggesting that seventeen cents might not hold, but adding that some prognosticators looked for an increase to twenty cents. By July the price was twenty cents and a fraction, and wise-aces were telling the Bureau it should henceforth stick to facts of production and consumption and not assume the functions of a weather bureau for the metal markets. The Bureau may now reciprocate by turning up some prophecies which its critics were rash enough to place in print and leave lying about.

Propheteering is in fact about as hazardous in times like these as profiteering, and about as deleterious to the public weal. When everybody gets so busy at his daily task that he has no time for either of these concomitants of war we shall be settled down once more to normal times.

### The Barometer of Trade

THE GREAT CANALS afford a kind of measure for world trade. Before the war the Suez Canal carried about 1,600,000 tons of shipping a month between the Mediterranean and the Red Sea. In 1918, when many ships took the long route around the Cape of Good Hope, in order to avoid submarines, the canal carried a monthly average of 770,000 tons. Since the armistice the canal has been regaining its business; in May, 1919, it carried more than 1,120,000 tons.

The Panama Canal in the early part of 1917 was carrying about 150 vessels aggregating approximately 500,000 net tons a month. In May, 1918, the number of vessels went up to 200 and tonnage to 667,000. At the Panama Canal the characteristics of shipping during the war seems to have been their loading with cargo. Empty boats became scarce. Ships in ballast began to appear again in January of this year, when commercial vessels numbered 171 and aggregate tonnage was down to 472,000. In March there were 157 vessels. In May the number increased to 161, aggregating 480,000 tons.

At the Panama Canal we get some data about nationality of vessels. In July, 1916, forty-eight per cent flew the British flag, ten per cent the Japanese flag, and thirteen per cent the American. In April, 1919, the percentage of British vessels was 35, of Japanese was 5, and of American was 40.

### Breaking the Trade Dam

THE CONSERVATION LIST of the War Trade Board, setting out the articles upon the export of which the greatest degree of restraint is imposed, was a formidable affair before the armistice. Shrinkage has since been rapid. On July 1 there were left but five items: ammunition, coal, coke, explosives, and firearms.



# "WELL, BACK TO THE GRIND!"

By THOMAS H. UZZELL

Drawings by Oliver Herford

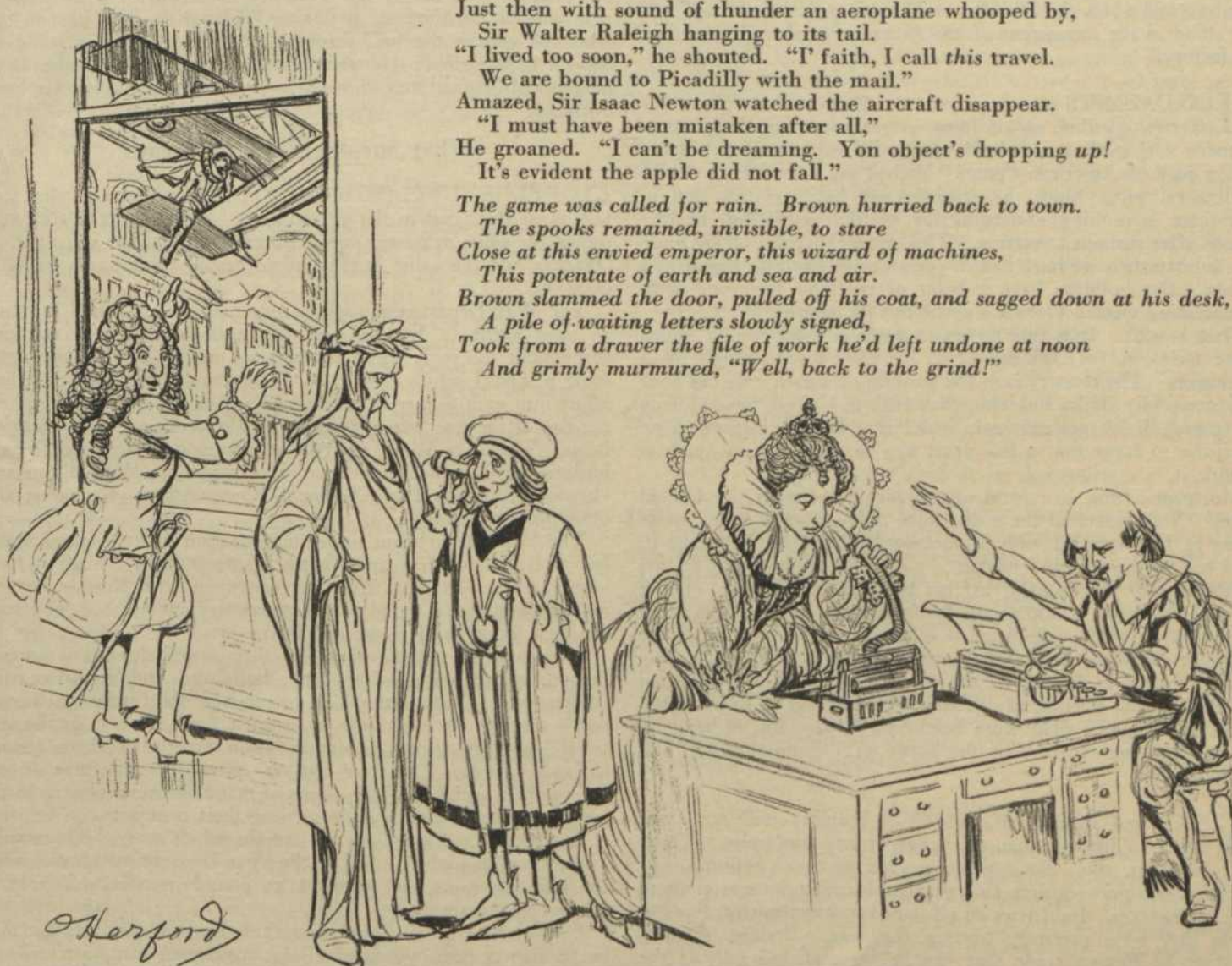
**F**ROM heaven some antique spirits saw Brown's office closed at noon,  
(Brown had let the whole force off to see the game.)  
And the spooks begged old St. Peter to give to them a treat;  
They told him pinging harps was getting tame.  
"Remember that you promised us a holiday long since;  
It must be quite a century or more."  
"Romantic nonsense!" said the Saint. "A holiday on earth!  
But run along. Remember, back at four."

Good old Queen Bess, descending to the desk of absent Brown,  
Found the dictograph a most diverting sport.  
With flattering attention she listened to herself,  
And remarked, "Methinks, 'tis better than a court."  
Bill Shakespeare found the typewriter and rattled out a sonnet,  
His countenance with envy growing sour.  
Quotha: "With this engine I my output might have speeded  
Up by better than a tragedy an hour."

Columbus, listening in on the wireless telephone,  
Heard Honolulu calling New Rochelle.  
Said Christopher with sadness: "I ask you, what's the use?  
This will be a bitter blow to Isabel."  
"I agree with you," said Dante. "This modern world is full  
Of things I wish I'd thought to put in verse.  
These fellows can't make poems. They build subways now instead,  
And if they aren't hell, they're rather worse."

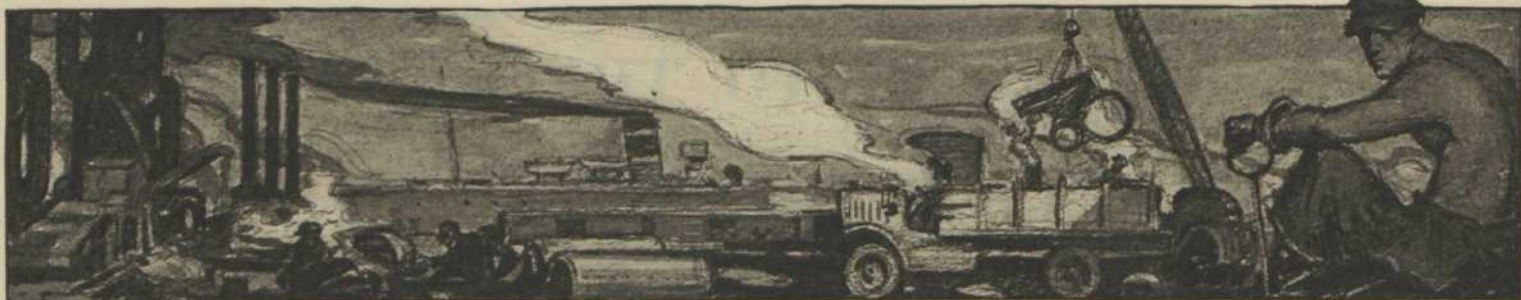
Just then with sound of thunder an aeroplane whooped by,  
Sir Walter Raleigh hanging to its tail.  
"I lived too soon," he shouted. "I faith, I call this travel.  
We are bound to Picadilly with the mail."  
Amazed, Sir Isaac Newton watched the aircraft disappear.  
"I must have been mistaken after all,"  
He groaned. "I can't be dreaming. Yon object's dropping up!  
It's evident the apple did not fall."

The game was called for rain. Brown hurried back to town.  
The spooks remained, invisible, to stare  
Close at this envied emperor, this wizard of machines,  
This potentate of earth and sea and air.  
Brown slammed the door, pulled off his coat, and sagged down at his desk,  
A pile of waiting letters slowly signed,  
Took from a drawer the file of work he'd left undone at noon  
And grimly murmured, "Well, back to the grind!"



Herford





## Prescription for a World Headache

**W**ORK and war go together. For both of them we have some talent, as sundry persons who dwell in the north-central part of Europe, and whose coats formerly glistened with decorations, can testify.

Evidence on the point can be had at home, too. Our own Director of Munitions says, and he should know, that we came pretty near starting into the war from the zero mark, so far as official preparation went. In the War College he found detailed plans for defending our coasts and all that,—after the materials of war had been provided,—but there was no military preparation for the mobilization of industry and the production of munitions.

Our course was perfectly clear to us. We went to work to remedy such a state of affairs. In our haste we made mistakes, and some of them would rouse the gods to Olympian laughter, but in downright hard work we gave an exhibition that would put to shame the ancient Trojans and all their reputation. Nineteen seventeen and 1918, the Director of Munitions declares, “will forever stand as the monument of the American genius of workshop and factory.”

**M**ONUMENTS are very well as milestones,—as places for a new girding up of loins in readiness for the journey beyond. And girding of loins is quite as feasible and as salutary with a pair of American “pants” hitched on suspenders as with Biblical raiment. Since the armistice we have relaxed, and in that there is nothing unnatural for healthy youth and healthy nations after sustained exertion. This summer we are taking more of a holiday than we have had in years or are likely to repeat in a decade. But holidays have a habit of reaching their end with disconcerting speed. Ours has about run its length.

That is well. It is time to set to work in dead earnest, much as we toiled in 1918. Ahead of us we have work enough for a generation. The country is in the position of a man who has done well in worldly affairs and who, with faith in himself, has suddenly mortgaged all his possessions in order that he may engage in an enterprise so large that a few years ago he could not so much as imagine it.

Mortgage-lifting is a form of national exercise in the United States. No member of the community really reaches man’s estate unless he has wrestled with a mortgage and got the better of it. As a test of prowess and mettle, a mortgage has no great terrors for the man or the country that has resources and equipment, but it means work, and it also means thrift. As for work, it was never more alluring with possibilities of achievement,—in placing at the service of everyone the useful things that have been available only to the wealthy, in developing the new fields which have appeared in every art and science, in utilizing the resources of soil, stream, forest, and mine to yield more bounteous return, and in bringing together the four corners of the earth with communication and transportation.

**W**ORK and volume of products of industry will not alone suffice to lift our own mortgage or any one’s else. There must be thrift, too. Savings are needed as never before. The government alone requires this year in loans and taxes close to \$10,000,000,000. Industries on all hands seek capital for developments that were precluded during the war. Besides, there is financing of foreign trade that can be accomplished only if the

every-day citizen in the “fresh-water” town and the mining camp in the mountains lays by his nickles and dimes and uses them for his share. Savings from the proceeds of vast productive efforts are the only source from which these great necessities should be met.

There is a man-size job ahead for every one of us.

## Where the Tax-gatherer’s Arm is Too Short

**T**AXES have their oddities, when they come to be applied. In connection with the tax on theatre tickets the Bureau of Internal Revenue has now held that dramatic critics are in the position of “bona fide employees” of theatres. Such a verdict these high-and-mighty gentlemen in their pride of independence are not likely to relish, but they will be torn between two impulses, for the decision frees them from tax.

The small boy who dallies outside the fence at a base-ball park in the hope that a good hit may come his way, and provide the ball the return of which will pass him inside the fence to see the game, has been on trial before the Treasury Department, with a result that will please him; for it is now declared he need pay no tax when he carries the ball through the gate. What is going to happen to the people who rent windows from which impecunious devotees of baseball may view the game from afar has not yet been disclosed.

## What Surplus Property Means

**S**URPLUS SUPPLIES of the War Department are calculated upon their cost to the government. When the armistice was signed the value in France was between \$750,000,000 and \$1,000,000,000, and the value in the United States was around, \$1,500,000,000.

The War Department’s special liquidation commission is acting as sales agent in France, and will probably have to continue throughout the year. The government may go farther by organizing a special selling agency in France and extending its selling effort into such countries as Roumania, Greece, and Serbia, where the end of the war left us with materials we do not want to bring home. Thus, the War Department may soon be prepared to have business cards which show executive offices at Washington and “branch offices” in Paris, Brussels, Rome, Athens, Bucharest and other foreign capitals.

The War Department’s sales organization in the United States has at least another year of work before it, even though it finds large outlets such as its recent arrangement with Russian cooperative societies for disposal of \$25,000,000 worth of goods in return for such things as platinum and flax.

Selling cloth, canned vegetables, metals, and the like is an easy task compared with selling land, buildings, and manufacturing equipment. Of this latter kind of property the Ordnance Bureau has a total of \$300,000,000, as against \$200,000,000 in the material for which disposal is simpler, even though it bulks to 92,000 carloads. It has a total of 156,000 machines, and these do not include the machines in the plants of manufacturers who, as in the usual case, took them over in settling their contracts.

But metals and machines are not the whole story. There were 400,000,000 pounds of wool on the War Department’s books when the armistice came, and 300,000,000 pounds remain to be sold at auction in the autumn.

Persons who get an impression that the War Department may be making a clean sweep of all its possessions can be reassured;





the department is keeping some items, such as 16,000 carloads of ammunition and 6,500 carloads of empty shells.

England has been like the United States in having to turn salesman on a scale that would make any department store envious. The Surplus Government Property Disposal Board, which is the centralizing British agency for all government sales, has now realized over \$500,000,000. As each item becomes available for disposal, the Board turns it over to a specialized division equipped with necessary technical information. It is then catalogued and advertised. The advertising has now taken the form of an official periodical, entitled "Surplus," and for sale on every news stand at six cents a copy. At the head of the new post-war serial King George does not disdain to have the royal insignia.

England seems so well satisfied with centralized purchasing during the war, and its present experience with centralized selling, that it may in peace times centralize all purchasing by the government in one agency.

### A National Chamber for Canada

A CANADIAN CHAMBER OF COMMERCE is in prospect, modeled after the Chamber of Commerce of the United States. Local commercial organizations in Canada have been examining the national organizations of Great Britain and the United States, and apparently decided that the American type is better suited to Canadian conditions.

### The Army's Half-sole'd Pants

CAST-OFFS have attained new dignity, at least in the army. A pair of shoes that has seen such hard service it is reduced to a value of six cents a pound goes through a process of reclamation and emerges, after an expenditure of \$1 to \$1.40, into an article which is worth \$2.75 and is sought after by veterans who know the comforts of a "broken-in" shoe. Thirty-five cents applied discreetly makes a two-dollar hat as good as new. A sixty-cent patch at the weak point of all trousers gives the wearer the appearance of being attired in real riding breeches. The salvage depot in France took the clothing that needed most repair, put it in order, dyed it green, and thus provided apparel for our 47,000 German prisoners of war.

When ninety per cent of an army's cast-off clothing is put back into service the second-hand man finds his vocation has a new place in the world.

### No Way to Stop Them

NOVELTY is not a constitutional objection against state legislation, the Supreme Court said once more in June. The states are left by the federal constitution with a wide range of legislative discretion, and their conclusions respecting the wisdom of their legislative acts within this discretion are not reviewable by the courts.

The case dealt with the employers' liability law of Arizona, under which an employer in occupations which are inherently hazardous is made liable to pay compensation to an employee for accidental injury due to conditions in the occupation and incurred without negligence on the employee's part or fault by the employer.

The Supreme Court refused to interfere. It said it could not declare that there was anything so irrational as to exceed the restrictions of the federal constitution in a course of reasoning that the injuries to workmen in hazardous occupations constitute an unavoidable cost, and that this cost should be borne by the em-

ployer who has opportunity to add it to other items of cost in conducting the business, and thus place the burden upon consumers.

The decision was by five members of the court. Four of the justices found in the argument used to support the Arizona law only an attractive speciousness. If it is to be a principle, they saw danger in it, because it would justify any burden that may be placed upon industry and the activities of men. The minority members of the court viewed the decision with great seriousness. Unable to concur with the majority, they were at the same time reluctant to dissent, but considered that the case was of the kind that, once pronounced, will be a rule in like or cognate cases forever. They called it "a step from the deck to the sea."

This step the four justices thought lay in a decision that government may charge liability, and exempt from responsibility, accordingly as a man is an employer or an employee. Heretofore, innocence of fault has meant freedom from liability. In changing this rule, the majority of the court makes a class distinction and puts upon an employer an immeasurable element of risk that may make disaster inevitable to a business enterprise.

Recognizing that things are in charge, the minority of the court said, "The drift of opinion and legislation now is to set labor apart and to withdraw it from its conditions and from the action of economic forces and their consequences, give it immunity from the pitilessness of life. And there are affecting considerations for this drift of opinion and inevitable sympathy with it, as with many other conditions, but which the law cannot relieve by a sacrifice of constitutional rights. In what legislation the drift may culminate cannot now be predicted, but it is very certain that, whatever it may be, the judgment now delivered will be cited to justify it."

These statements of the minority were not altogether without rejoinder from some of the majority of the court. Three of the majority expressly objected to the idea that, as a rule of law, immunity from liability when not at fault is a right inherent in free government, and they cited situations in which a person who has not been guilty of personal fault has long been held liable.

### They Have Tried It in Australia

GOVERNMENT FACTORIES in Australia are obviously not great financial successes. Some information about their results last year has now been published. The clothing factory reported a net profit of \$140,000, but had to record new borrowing from the public treasury to the extent of \$1,500,000. The leather factory placed its net profit at \$10,000, and got \$500,000 from the treasury. The woolen factory figured \$75,000 profit, but borrowed \$450,000. The small arms factory showed a loss of \$40,000 and went to the treasury for \$1,500,000. The government "factory" that seems to have done best was the mint, which had a gross profit of \$1,000,000 in coining silver, and added \$90,000 from making bronze pieces.

### Bread Upon the Waters

HALF A MILLION DOLLARS' worth of real estate has been offered by the San Diego Chamber of Commerce as an outright gift to the government. The condition of the offer is that the Navy establish upon the tract of 135 acres a training station.

Perhaps some other commercial organizations may wish that they had properties to give away.



# The Still, Small Voice

America's true thought and aims for the future are not to be found in the great words of the professional agitator nor in the violent writings of the radical editor

By WILLIAM C. REDFIELD

*Secretary of Commerce*

IT is comforting to remember that once there was an heroic prophet of the Lord, who faced the enemies of his faith fearlessly and then, overcome by a sudden and personal danger, fled far for safety. There he found time to think, or to digest his thoughts maturely and consider his country as he saw it and the things that were happening therein. The story goes that there came to him in his retreat a frightful wind that shook the mountains; but the prophet saw that whatever the power of that wind and however great its noise his God was not in it. The wind was succeeded by consuming fire. Again the prophet saw with the eye of his mind that his God was not in the fire. After the fire there came a still, small voice, and then the mind of the prophet knew he was in the presence of the Lord.

We are not to mistake the noise of the bomb, or the fire of the radical, or the wind of the weekly editor for the voice of the American people.

The Lord in our story could speak in a still, small voice, for His was the consciousness of power, which needs not to be turbulent to be strong. The American people speak naturally with the quietness of conscious strength. While on the surface of their life the demagogue may rant, and the anarchist may proclaim, and the extremist, whether for capital or labor, may shriek with equal futility, the thing we are to find, if we can, is what saith the still, small voice of America to-day concerning the great, basic facts of work and industry.

That voice will not shout from the house-tops. It will do its quiet work within the factory, large or small, where men are busy, where speeches are not made, and radical editors no not trouble. Just as sticks and refuse that float upon the stream are not evidence of its power, so the true currents of our own life lie deep and flow strongly and without noise.

This is what one who looks closely will see, unless I am deceived. Many there are that see it. As the prophet was comforted to find that he did not stand alone, but that there were thousands with him, so those who look beneath the surface of things as they are reported to-day find thousands in accord where some may have thought there were but tens.

We have seen the wages in American factories rise to a point above that at which they never stood before. They still are at that height. Have you heard the voice of industry calling out that they should be reduced? Where is the industrial leader now found who argues in favor of reducing the wages of American labor? Is not the silence from a thousand industries more potent than the shrieks of a few agitators or the wails of a few employers? In their quiet way, which has no spoken voice that we can hear,

the industries are moving on, little by little are taking up the slack, steadily, as every financial authority states, the country is settling down to the assurance that matters are becoming stabilized. But they are not being

to put into law the ideals that a long life as an employer had taught him.

In another part of the land a thousand miles or more away, another great corporation, almost unnoticed, starts its operatives in a share of the company's management and rises to say that it has worked to satisfaction and for peace and for effectiveness.

The significance of these things does not lie only in the things themselves. It lies in the fact that men who are leaders of industry, of their own motion, out of their own experience and judgment, have taken themselves the forward step to bring them and their human fellows concerned with them in the same work into a position of more complete mutuality. Only a few days ago I talked with another large manufacturer. His mind was occupied with the thought that it was a great pity industrial leaders had been so ill-advised, so slow to see that they had let labor take the progressive measures and had not themselves met them more than halfway, so that the leaders of capital in too many cases were forced into an attitude of resistance to demands which, being resisted, became aggravated and to which in time here, there, and yonder they had in measure or in whole to yield. So in a talk with a textile manufacturer not long ago he said to

me that they had too long underpaid their people. It is plain to me—I think it will be plain to every thoughtful observer—that the most significant fact in industry to-day is the quietly avowed determination on the part of leaders of so-called capital to do their part, a larger part, not so much a generous as a just part, in getting together with the men with whom they work.

I have been inspired by meeting these so-called "hard-headed" men of affairs who have caught this vision of themselves as leaders of humanity, as men who wish the human relations to be the real and the potent thing in their industrial life, and who have been given the power to realize that out of this human relation all things may grow.

Of course, we have in capital and in labor the man of backward thought, who does not see that the matter is passing beyond the discussion of the rights of capital and the rights of labor into the larger field of how brethren may dwell together in unity. One is quick to allege that labor is irresponsible; that it does not keep its contracts; that it is arbitrary; that it is not considerate; that it indulges in methods which are most inconvenient and hurtful, as he thinks, to the body politic. There is, no doubt, truth behind these statements, for men of labor and of capital are human, and, when forced to struggle for what seems to them right, neither has always been wholly free from error in the details of the contest. Speaking, however, as a manufacturer myself and wishing only to

## What's It All About?

A HUNDRED years from now, people will look upon the things and men of our time as we look upon the age of giants. For we have moved in such a succession of vast events that the nerves which reacted to awe and wonder have become numb from overuse. So without a change of heart beat we read of new republics that have been exchanged for old dynasties overnight; we take it as a matter of course when two men in an aeroplane fly across the ocean; and the scuttling of what was once the second navy in the world passes from the front page of the papers after the second day.

Vaguely we feel the force of great currents, but we cannot tell where they are taking us. What is it all about; where is the world bound for anyhow?

Secretary Redfield starts this story with a reference to a certain prophet and he ends it by indulging in a little industrial forecasting on his own account. His interpretation of what present events mean to the future of the American business world are worth reading—and remembering.—THE EDITOR.

stabilized because labor is being cut; they are being stabilized with the wages of labor standing where they are.

Men who are leaders of great industries have consulted with me these weeks gone by, and every one of them without exception, not because of pressure but from his heart and judgment, has agreed in urging that one inviolable thing as matters are to-day is the wage of the working man. It seems to me that as we look out over the field of American industry and see this quiet acceptance of an absolutely new condition, not an acceptance from force, but an acceptance arising from judgment and conscience, we see it in one of the silent voices of great power.

## Encouraging Signs

BUT this is not all that may be seen. There rises up in the Massachusetts Senate a member of that body who propounds and pushes to its passage a law—in conservative New England—whereby employees are given the right under the organic law of the State to elect directors of industrial corporations who shall have all the rights, privileges, and responsibilities of stock-holding directors. One further advance by labor advocates, one more victory of organized workmen? A victory, indeed, but not so gained or so originating. The author of this bill is the head of one great industry and active in the management of two others—industries that are known throughout the land—and he told me of the great satisfaction he had in thus being able



strike a balance of fair feeling, as well as of fair dealing, it is my strong impression that the errors of labor upon which some dwell are in major part at least but reflections of errors of capital and that, if we come to a distribution of faults, it will be quite as easy to list them upon one side as upon the other. Never, however, until we get such a mathematical view of virtue as that two wrongs make one right will any such summing up be profitable. All men are sinners, and all men of capital are human, and all men of labor are human, and all have erred and fallen short of the highest ideals that the opposite side could set for the other. This phase of the matter may be interesting to some, but does not seem to me very profitable.

I should like to see, and I believe America tends strongly to seeing, capital forget to dwell upon its legal and technical rights and begin to think upon its opportunities of leadership. I should like to see, and I believe we shall come to see, labor, waiving no rights, recognize in candor the helpful spirit and earnest purpose of leaders of capital to meet them in a fair spirit of equity. I have been deeply impressed with the sense of justice that lay beneath the earnest purposes of labor leaders and I am convinced that if and when industry recognizes, as I think it is beginning better to recognize, the common fellowship that exists between them, we shall cease to worry as to whether labor unions are responsible before the law, whether they may sue or be sued, whether damages can be collected against them, and about other similar questions. In any true family the legal status of husband and wife, of parent and child, is hardly a matter of fruitful discussion.

### How Barney Looked at It

I RECALL an Irish contractor in the building trade at home whom I knew well for many years. One time I said to him "Barney, how long is it since you had trouble with your men?" He replied, "Not since I have been in business, sir. Not for 30 years." I said, "Barney, there have been many strikes in the building trades in New York in that time. How do you get along with your men without them?" "Well," he said, "I try never to forget that I am just one of them myself."

Barney was a strong, capable man. I suppose he could be called by some a capitalist. That may have been true; but there was no separation in his mind between himself and his men on that account.

Let us admit that all men are faulty and that mistakes are made by labor, as mistakes have been made by capital. Nevertheless, in this world each needs the other, and we must get along together somehow. To "get along" does not mean passive endurance by each of the other; but progress together.

We have just fought a great war. For what purpose? Not to make us rich or powerful or to extend our territories. Not for the purpose of enlarging our trade, but simply because there was hideous selfishness in the world that took such form and did such things that it became our duty to do what we could to destroy it.

Those who were in the Army on the other side say that there was in our boys a wonderful spirit. It was not formulated. They did not call it patriotism, or religion. But it certainly was the spirit of sacrifice—of a tough job done at great risk that the world might be safe for our wives, mothers, sisters, and daughters, and that things generally might be cleaned up. Many of our boys from the mills, from the factories, and from all industries were over there, all with the same purpose.

Their former bosses were many of them on the job, there and here, forgetting their earnings, ignoring their mills, putting their surplus into Government bonds, working without salary in the same cause. Thus, one common spirit was over all. Side by side in our drafted regiments were men of all sorts and conditions. The son of a cultured family in my old home led a group of east-side boys who spoke many tongues. Yet there was a common spirit. I think I have seen and heard it in the hearts and on the lips of men and in their deeds since. I believe that something of that common spirit has shed itself abroad, is shedding itself abroad throughout our industry; that in the mind and judgment of the leader is a more definite understanding of and sympathy with the man at the bench and machine; something a little more intimate, something a little more appreciative, something really more human. I think it is so. If it is so, it is the greatest thing that has happened to America—greater than the war, and infinitely worth the war.

What does this all mean, reduced to practice? First, I hope it means a more open mind between the industrial leader and the men whom he leads. I think it has meant already clear progress on the part of employers toward understanding the thoughts and the lives of the men they employ. Among the greatest arts of employment is that of getting at the other's viewpoint. Many of our troubles, whether trifling or large, come from a failure to understand what the other fellow wants, to comprehend just how he looks at things, and from the failure to understand that an aspiration which we have is not wrong when the other fellow has it. I think I have

known men in certain positions to seek an increase in their own salary, while at the same time they would object to a workman looking for a dollar a day more. I know I have heard of superintendents who objected to continuing the piecework rate because the men, as he thought, earned too much. I have friends to-day who do not realize, in their sincere arguing of the relative rights of capital and labor, and in their equally sincere effort to secure the rights of capital, as they see them, against what they regard as the encroachments of labor, that they are looking at the thing quite superficially from the standpoint of legality and controversy, whereas it is a matter which should be dealt with, and only can be finally dealt with, from the standpoint of a common spirit.

### A Decline in Cuss Words

THE thing I have in mind, translated into fact, means the absence of hard language which I have heard employers use and the equal absence of cursing that angry workmen have been tempted to employ, sometimes for just and sufficient cause. I have seen factories in which the men at the top, estimable, high-minded gentlemen, in almost every way doing their part as pillars of the State, yet had a chasm, a separation, between them and their men over which no spirit of cordial sympathy cast a bridge. They did not understand, and said they could not understand—but, I fear, did not fully try to understand—the attitude of their men toward them. I have seen two factories on opposite sides of the same street and in kindred lines, in one of which there was discord and in the other peace. The difference did not lie in the men at the benches, but in the spirit of the men at the top and in the amount of human sympathy which that spirit showed. I have known workmen who offered their own funds to help their employer out of temporary financial distress and others under the same capitalistic system, be it observed, who were tempted to wreck their employers' property, and the difference lay in nothing visible but in the spirit with which the men were led, in the one case, and driven, in the other.

Yet the progress of this nation of ours in the world depends upon our unity of spirit, upon the recognition by men of their obligations one to another, their opportunities for service one to another, and not upon the enforcing of their rights one over the other.

There have been 64,000,000 subscribers to our Liberty Loans and as many as 20,000,000 to one loan. Surely the capitalist class is being extended. It must include many who do not recognize themselves by that label. I suspect that many a factory is manned, as I know some Government services are, by a force from top to bottom that are all capitalists in varying degrees, but none the less really.

Reconstruction is a state of mind. Upon our mental attitude as men toward one another, upon the ideals that guide us, upon the ideas we express, upon the way we express them, upon the doing in one or another way of the ordinary, daily tasks of life, depends the progress of our country.





# The Owl-Eyes of Trade

Tales from the 50,000-mile front where men and women battle endlessly for the safety of humanity and merchandise that comes to us from the sea

By AARON HARDY ULM

*I dip and I surge and I swing  
In the rip of the racing tide,  
By the gates of doom I sing,  
On the horns of death I ride.*

**T**HUS wrote Kipling in his tribute to "The Bell Buoy." But poets are poets, and John T. Worcester was a business man of the so-called hard-headed variety. John T. was a manufacturer of sauces and pickles and his mind was far from bards and bell buoys as he lay awake on a certain fall night and listened to the equinoctial breezes as they rattled his window panes. John T. was thinking of spices and wondering whether a lot that was on its way would arrive in time to keep his plant from shutting down.

"Spices scarce now," his broker had wired acknowledging his hurry-up order, "shipload due frisco from south seas in few days will fill your order from cargo."

Around the treacherous entrance to San Francisco Bay the same autumn winds that lulled the manufacturer stirred up a fog that filled the heavens and the earth with impenetrable gray folds. It was no mere pea-green visitation such as the chimney pots of London help produce. It is an example of the real thing as it is known to parts of the California coast.

With Worcester's spices aboard, a steamer crept warily toward the narrow mouth of the harbor. At regular intervals she gave a deep and mournful bellow from her siren—a warning which the veils of fog muffled and deadened.

"No chance of making out a light tonight," the mate observed to the captain as the two paced the bridge.

"Bell on the starboard bow," sang the lookout aloft.

## Injuring the Wrecking Business

**T**HE captain listened until his own ears caught the sound and jumped for his engine-room signals.

"Heave her to and drop anchor," he called. "Five minutes more and we'd have ripped our bottom out on the reef!"

With her mud hooks gripping the rock below, the ship waited. All about her unseen shapes—liner, fishing smack, and shabby lumber schooner from The Sound—had anchored and lay tugging nervously at their chains. And all the while they could hear the steady and comforting ringing of the bell.

At last the fog lifted and the steamers—headed by the spice ship—trailed each other through the narrow channel of the Golden Gate. The bell was silent. It had rung for 20 hours and 35 minutes. And this time it had rung by hand—by the hand of a woman.

She was the keeper of the Angel Island Lighthouse. When the mist began to thicken and dim the light in the tower, she turned to the fog-warning machinery. It was jammed and refused to work. Determined that no ship approaching her station should be unwarned, she struck the bell by hand throughout a night and most of a day.

Two nights later the fog came again, and

when she returned to her job the bell again refused to ring. Once more she grasped a hammer and, standing in the open on a platform, pounded the bell throughout the night.

Thus does the Government provide the cargoes of trade and the lives of men handling them with protection against the recognizable dangers of the sea. It now spends about \$7,000,000 annually on the Lighthouse Service, and not one penny of it is begrudged. No one has ever opposed spending money for such a blended humanitarian and commercial purpose—unless, albeit, we see something more than quaint humor in a sentence appearing in the *Journal of Ralph Waldo Emerson*. The philosopher visited a lighthouse on the Massachusetts coast—once, owing to its deceptive outline, a veritable graveyard of shipping—and afterward wrote:

"Collins, the keeper, told he found resistance to the project of building a lighthouse on this coast, as it would injure the wrecking business."

Injuring the wrecking business has been the steady, progressive purpose of the United States since the Government was established. Someone has written: "Nothing indicates the liberality, prosperity, or intelligence of a nation more clearly than the facilities which it affords for the safe approach of the mariner to its shores."

## No Armistice Here

**M**EASURED by that standard, our Government ranks high; for, considering our immense coastline (nearly 50,000 miles), no country does more in providing aids to navigation.

We maintain about 16,000 different aids, including huge and costly towers with powerful lights; anchored buoys, which, scattered through the harbors, light, ring or whistle vessels along the paths of safety; on down to lanterns hung on posts to mark danger points along the banks of the important rivers.

Singularity is a characteristic of the Lighthouse Service. In the sense of first beginnings it is older than the Government; as a national organization its history is concurrent with the Government's. Thus it possesses traditions reaching farther into the past and in many ways more consecutively than do those of most other governmental organizations. It is older than the Army or Navy, and, as against their occasional participation in conflict, the Lighthouse Service is engaged in eternal, never-ending war—with the elements. Scarcely a night passes that doesn't threaten or bring battle to some portion of the Lighthouse Service. Its sentries never know an armistice.

Heroism, courage, devotion to duty are not matters of occasional brilliant display, but incidents of almost every passing hour. For they are qualities inseparable from those who face the dangers the Service combats.

The woman who stood by her bell so that Worcester's spices might come safely to the dock is but one of hundreds who are credited with notable acts of loyalty to the job of lighting water commerce along the roads of safety.

And—it may seem strange, for it isn't a service that would appear compatible with the softness of the feminine nature—many of the hundreds are women. Grace Darling, a light-house girl, who rowed through a storm to save a crew of shipwrecked men, was one of the great national heroines of England. In the United States the most renowned record of heroic work in the Lighthouse Service belongs to a woman. Her name was Ida Lewis. Before she died, a few years ago, she was credited with saving by her own efforts as many as thirteen lives. She lived in the Lime Rock Lighthouse, near Newport, R. I., for 57 years and was its keeper for 32 years.

Mrs. Katie Walker was keeper of Robbins Reef Lighthouse in New York harbor for more than 30 years, and is reported to have saved by her own efforts or close attention to duty more than 50 lives.

There is something to make one blush for human kind in the sentence she uttered just before her retirement a year or two ago:

"The only manifestly grateful creature I ever saw was a dog."

She referred to a mascot she saved, along with several men, from a schooner that sunk near her station. The men accepted what she did as a matter of course, but the dog thanked her in the gently subtle ways of his race. The dog stayed with her. The men went away—but came back and reclaimed the dog!

Lighthouse keepers sometimes become so imbued with the lofty concept of attention to duty that a devotion to their work becomes a mania. An old man who spent most of his life looking after a light on the Gulf Coast refused in his later years to ever absent himself from his post. One night a ship foundered near the station. He believed the wreck due to some failure of the light, and, despite assurances to the contrary, went out into the storm to investigate. A few days later he died from an illness caused by the exposure.

## Infrequent Absences

**T**HOUGH the Government allows extra liberal leaves and encourages lighthouse keepers to take them, one man never left his post but twice during a period of more than twenty-two years. And one of those absences was employed in getting married.

Despite the loneliness and the dangers attending the keeping of lighthouses, long employment is common in the service. In 1916 there were in the service 92 persons more than 70 years old and 24 of more than 40 years continuous service. There are many records of a half-century or more of continuous service, and of families clinging to the lighthouses for several succeeding generations. The service is not a rendezvous for hermit-like old bachelors, as some may suspect. At one lighthouse station on the Maine coast a keeper reared a family of 17 children. When a lighthouse was first established at a point on the rocky shore of Lake Superior a man who had helped build it applied for the job of keeper.

"We must have a married man for keeper





These photographs show the great change in freight traffic on Brooklyn Bridge during the past fifteen years—a change that is coincident with the great developments in automobile tire manufacture, and the better service delivered by the dependable tires of today.

**T**HE fact that Fisk Over-Size Cord Truck Tires are going on to more business trucks every day is a significant commentary on their durability, their long mileage, and low upkeep costs.

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# FISK TRUCK TIRES



here," said the inspector in a joking manner.

In a few days the applicant returned, fully qualified with a wife. They reared twelve children at the station.

Lighthouse keepers are recruited in large part from the ranks of seamen and coast fishermen. Natural philosophy is deflected by their picturesque personalities, but as a rule they are not given to "book learning," nor do they usually take advantage of their opportunities of time and seclusion to draw knowledge from books. While Celia Thaxter, a New England poet of some note, was reared in a lighthouse, nearly all distinctive artistic achievement associated with the profession is identified with the branch having to do with lighthouse construction. The most notable product was Robert Louis Stevenson, whose people for four generations have been world leaders in the science of lighthouse building. And the late manifold American genius, F. Hopkinson Smith, added to the avocations of novelist and painter, which he distinguished, the vocation of lighthouse engineer.

Lighthouse engineering is a romance of romances itself. Though lighthouse construction has been going on, without many radical changes being made in principles, for thousands of years, virtually every new undertaking presents new and peculiar problems.

The story of Eddystone Lighthouse, which, lying off the south coast of England, has long been the most famous in the world, is matched, in both difficulties attending designing and tragedy incident to construction by several on the American coasts.

Perhaps the one whose story is most like that of Eddystone is the lighthouse on Minots Ledge, six and one-half miles southeast of the entrance to Boston harbor. The wrecking of 40 vessels on the Cohasset reefs, the full crews of six perishing, during the nine years preceding 1841, caused Congress to make the appropriation for the first tower erected there. Inasmuch as few vessels are wrecked there now, the tragedies mentioned constitute the best evidence I can find of the great service rendered by lighthouses and subordinate aids to navigation.

The Minots Ledge tower was the first of ours that came in contact with the full sweep of the open sea. But the first one was entirely too small and cheaply constructed; for it lasted only a little more than a year. The second, which still stands, was erected under such difficulties that it was not until after three years' work was done that the first stone could be laid. During the first year work could be carried along on the rock during only 130 hours of time.

Numerous other American lighthouses represent unusual engineering skill as well as great ingenuity of construction. Several lie far from mainland, and the foundations of some had to be built in the open sea, which in one case was 24 feet deep where the foundation was laid.

One of the latest and in several respects the most interesting lighthouse to be built is on

Navassa Island, in the West Indies, an uninhabited rock that a guano prospector brought under the American flag more than fifty years ago. The light was built there to aid shipping between New York and Panama. The

long as five months. Though they cannot take the place of the large lighthouses of first importance, they, by reason of cheapness and simplicity, enable the Lighthouse Service to greatly extend its protection.

The non-attended lights and other lesser aids to water commerce, like the thousands of buoys and beacons that are maintained, are looked after by the lighthouse tender service, constituting a fleet of small specially-built vessels that is ever on the move along the various coasts. That branch of the service also has its traditions, its records of heroism and its participation in martial war, for during the recent conflict it operated as a part of the Navy.

The further mention of war recalls a very singular circumstance attaching to lighthouses and other aids to navigation. Oddly, they don't figure as much as you might think in the losses from sea combat. True, a German submarine destroyed the Diamond Shoals Lightship off Cape Hatteras. But the act probably was inspired by anger, for it is stated that radio warnings of U-boat danger sent out from the lightship caused 24 coasting vessels to safely scuttle for cover.

Reports from abroad indicate that lighthouses and lightships were rarely attacked. The reason, perhaps, lies in the fact that in a sense they are indispensable to all sides. Lighthouses are universal contributions to humanity, for they serve all alike.

Wood fires on cliffs probably constituted the first aids to navigation, which seem to date back to the very beginnings of commerce. Wood was followed by coal and candles, but for about two centuries oil of some kind has been the chief product employed to generate flame. About 600,000 gallons are burned annually in American lighthouses.

Great advance has been made in raising the candle power of the lamps, which in some instances go into the millions; and in improving the lenses, reflectors and prisms by which the rays are concentrated and manoeuvred to best advantage. The efficiency of the lamps was greatly increased, and the consumption of oil reduced, by the oil vapor burner developed by the French about twenty years ago. Oil vapor supplies lighthouse needs so well that even electricity is rarely used. The 27,000,000-candle power electric light that used to sweep from Navesink over the narrow channels leading into New York harbor has been replaced by a 750,000 oil vapor lamp which does just as well, at greatly reduced cost. They tell me the difference in effect is so slight that few have noticed the change.

Now and then someone speculates on how some great scientific discovery may render lighthouses needless. Wireless has already produced supplementary aids of great value, like the radio compass, developed by the Bureau of Standards for determining the position of a ship when near the shore. But those who know the lighthouse problem don't expect anything within the near future that will displace the towers around which marine romance has revolved for so many centuries.



© Brown Brothers

The origin of them, no man knoweth. Perhaps the Lybians and the Cushites built the first ones. The Romans improved their plans, erecting at Boulogne a 200-foot tower that was undermined after 1,450 honorable years of service to mariners and commerce! With their lonely and mysterious history it is no wonder that lighthouses became favorite plot material for the melodramatists

tower is of reinforced concrete, the tallest of that construction built by this country.

Other lights, but only those of automatic character, are now being located in the Western Caribbean, off the shores of Central America, to safeguard the shipping lane between New Orleans and the Canal.

Automatic lights mark the greatest recent advance in the work of aiding navigation. They were made possible by gases like acetylene. Some will operate unattended for as



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# The Risks of Peace

Policies were highly popular while the shells flew—now the government and Cholmeley-Jones are "selling" 3,000,000 veterans the idea of securing the home against the ravages of the piping times of everyday

By JAMES B. MORROW

**A** HUT, then a fire, and then a litter of ashes on the ground.

Wherefore neighbors came with their hands, their sticks and their straw and built another hut. With their hands they came, but also with their hearts.

Right there among the ashes the seed of a great industry was sown, by uncouth men, and by savage men, at that, for it was a long time ago.

Presently societies were formed and neighbors ceased to come with labor, timbers and stone. They sent money instead and the house that was burned was replaced or restored.

This great idea next spread to the sea and ships were paid for that were lost. And the cargoes that went down.

What is a man without a home? But what of a woman who has no bread? Again the idea blossomed and again brought forth fruit and human lives were written into the catalogue with houses and ships.

The ashes of the hut is one picture. Grouped about, dismayed and dumb, are the neighbors—men and women. It ought to be painted. Some day it may.

Another picture is here in Washington. Three buildings filled with 14,000 clerks. Four thousand typewriters at work. Four million lives insured. Four billion dollars to be paid to the families of America's fighting men.

The sweep of time and movement of events between the pictures is one of the greatest and finest epics in the history of mankind. Its first lines were written in the language of rough benevolence. Its last by the United States in all the splendor and beauty of love and gratitude.

## A Nation Grandly Generous

**A** TRADING character, practiced in the scrutiny of bargains, reading the surface and blind to the depths, would say that by insuring the lives of its soldiers and sailors the government engaged in a prudent piece of business.

"In lieu of pensions" is a phrase that is passing from man to man, under the breath, which is equivalent to saying that the government of the United States is an ingrate. No charge could be more utterly untrue.

When Congress passed the law for the insurance of the soldiers of the nation not a sordid thought sullied the act from its inception to its enactment. Love was in every word. The flag floated from the masthead of every paragraph.

Never in history had any nation been so grandly generous. And today, the war at an end, the same spirit that gave life to the law rules in Washington, unanimously in both houses of Congress; and the insurance that was given to men in the fury of battle is open to them throughout their days of peace.

Moreover at less than cost! During the war the government collected \$200,000,000 in premiums and paid out \$900,000,000 to soldiers, sailors and marines or their beneficia-

ries. In peace the difference between revenues and expenditures will not be so large, it is true, but every claim paid will represent a money loss to the government.

The premiums to be collected will no more than meet the sums called for by the policies of the men who die from year to year. Administration costs—clerk hire, rents and so on—will come out of the public treasury. Therefore, reinsurance, as it is called, is a prime bargain to those who take it.

All the energies of the officers charged with carrying the law out are now centered on having the fighting men of the nation retain their insurance, in part or in whole. Not because it will prove of profit to the government, but for the reason that it will be of actual value to the men themselves. And the large life insurance companies of the country are in sympathy with the government's policy in the matter.

## Ringling 3,000,000 Door-bells

**W**AR insurance, that is, insurance during the period of the war, stipulated that payments on the faces of the policies should be made monthly for twenty years. A soldier, killed in battle and insured for \$10,000, would leave his mother, wife or other beneficiary a practical legacy of \$57.50 a month for 240 months.

If his policy were for \$5,000, the monthly payment would be \$28.75; if for \$2,000, the payment would be \$11.50. The average policy, while the fighting was going on, amounted to \$9,000. But the moment the war was over, the men at the front, on land and at sea, either reduced the sums of their policies or let them lapse altogether.

Their pay, while in uniform, was small. Their hazards were at an end. Thousands came back with empty pockets—some to jobs; others to temporary idleness. The entire fabric of government insurance was on the edge of disaster. A splendid national attempt to help the men who had been under arms when they returned to peace seemed marked for failure.

But at the gloomiest moment, amid darkness and doubt, came Colonel R. G. Cholmeley-Jones into the government as director of the Bureau of War Risk Insurance. Pious persons may say that his coming was providential. They surely will say so, provided his work, all in the future, is successful.

Now this article, in the main, is to be a sketch and touch-and-go study of Cholmeley-Jones; and he is worth it. Already he has supplied the galvanic battery of his enthusiasm, energy and ability to the task, mighty in its measurements, that lies before him.

Three million men need to be reinsured. Perhaps half of them, or more, will deny that there is any need for it. They must be convinced that they are wrong. Thousands will be indifferent.

They must be made interested. As a class, taking them as a whole, as farmers, laborers, mechanics and so forth, the young men who went to war would certainly not be called

good "prospects" by the regular insurance companies.

Cholmeley-Jones, then, first of all, must be a propagandist and over his head there must be a banner that will be seen, read and understood. Principles, trite and unattractive to many, must be decked out to catch the eye and hold the mind. At the head of them will march Thrift, sedate of countenance but merry at heart, because of money in the bank or an equity in a house and lot.

Undoubtedly Cholmeley-Jones can do it and will do it. Could he meet the three million one by one or by groups, in his mahogany office, at the side of his palms and ferns, they would surrender to his zeal and sign their names.

This gray-eyed young man has made insurance his "intellectual interest," to use his own words, ever since he was sixteen years of age. He sees the underwriters at Lloyds' coffee-house, sitting at tables, taking bets with the owners, that the good Mary Ann, or the staunch Sea King, cargo intact, will reach its destination without mishap.

Also he sees the organization of individuals into companies and corporations and insurance extended to include accidents and illness, cyclones and embezzlements, hailstorms and burglaries. At Lloyd's today, long since removed from the coffee-house, private underwriters will wager that it will not rain on Derby day or snow on Christmas.

The first Cholmeley-Jones, as has already been guessed, perhaps, was an Englishman. He was born Jones; no more. Then his parents named him Edward and he was Edward Jones. Then they took Cholmeley and attached it to Jones, with a hyphen between, and seemingly a new stock appeared among the races of men.

## In Defense of a Surname

**T**HIS Cholmeley-Jones, an Oxford man, emigrated to America and married into the brilliant and remarkable Gilder family. Hence, therefore, Richard Gilder Cholmeley-Jones, director of the Bureau of War Risk Insurance. Richard Watson Gilder, poet and editor of Century Magazine, was his uncle and his godfather. Jeannette L. Gilder, novelist, essayist, critic and editor, was his aunt.

Another Gilder, and another uncle, Major William Henry, was a soldier and an explorer. These Gilders are dead. But Joseph B., author, poet and financier, and Robert F., artist, archaeologist and journalist, uncles, also, are living.

Blood, therefore, and brains, favor Colonel R. G., as the director is called by his friends and familiar associates. Jones is not his name and Cholmeley-Jones, a first-rate trademark in business, as it would be in literature, looks, if it doesn't sound, like a freight train. So it is Colonel R. G., or just plain R. G. in personal letters and by telephone.

Visibly, he is about thirty-five. Any one would say that his charm of manner is fully as uncommon and equally as attractive as is his energetic personality. "I am doing," he



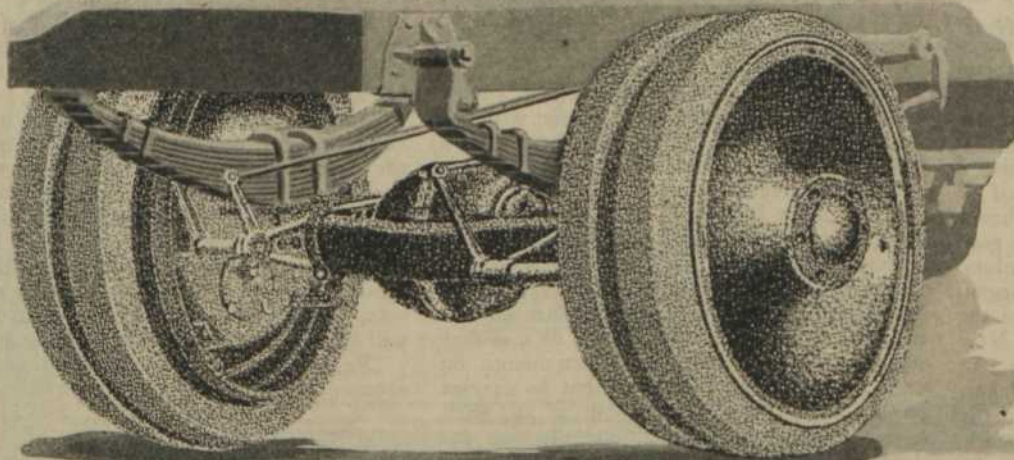


Clark Internal Gear Axles have exceptional structural strength. Built the Clark way with skill—care—accuracy.

Clark Disc Steel Wheels are substantial in appearance—and in performance.

*Write for information on the new Clark Steel Wheel for pneumatic truck tires*

CLARK EQUIPMENT COMPANY  
Buchanan ————— Michigan



*Clark Equipment is found only on good motor trucks*



seems to say, "the finest work in the world." Whereat he will proceed to prove it, sounding his a's softly and firing the soul of the man who hears him.

Although born in New York, he was brought up in Philadelphia, where he attended the public schools and had many a fist fight in defense of his hyphenated name. The Kelleys said that he was an aristocrat, and some of the Smiths agreed to the same.

At sixteen he obtained a place in the office of the president of an insurance company. His pay was fifty cents a day. Before long he had a license of his own as a broker, without limit as to any particular line. Then another company sent for him, and by and by he set out for New York.

A boy, in years, he is said to have earned as a solicitor as much as \$200 a week. But his Aunt Jeannette, writing books and publishing a magazine, had set him apart, in her own plans for his career, for the printing business as it pertained to literature.

Therefore, at nineteen, he became associated with Albert Shaw's American Review of Reviews, rising step by step until all the advertising was placed under his control. But insurance remained his "intellectual interest." He had gone back to live in the old Grammercy Park region, where he was born, and had become chairman of the neighborhood association. This brought him, as he had intended, into relations with the poor.

Men died, he saw, leaving only sufficient life insurance to bury them and the undertakers got it all. Families were left without means to recover from their grief and get another start in the world. Cholmeley-Jones, backed by such men as Joseph H. Choate and Elihu Root, changed the whole scheme of insuring the poor. Funerals, he had learned, were too dear.

#### Staging a Funeral for \$35

BY first-hand investigation, going into the factories themselves, he found a price for coffins that would be fair. Then he managed a funeral that became the basis of the computations that he afterward made. The casket, the hearse, a carriage, the burial site and a small bouquet of flowers were obtained for \$35.

Out of these experiences came what is known as the Gilder weekly income policy, named in memory of Richard Watson, uncle and godfather of Cholmeley-Jones. A poor man, dying, left his family \$75, to be paid at once, and a weekly sum that would continue for a year.

It was Cholmeley-Jones' idea, all the way through, and was adopted eventually by one of the largest life insurance companies in New York. The Gilder policies give no commissions to the agents who solicit them and the money paid at death is exempt from all claims that may be made against the deceased.

The great object in the mind of Cholmeley-Jones was to give the family of a poor man a little help while it was readjusting itself to meet new conditions. And that is the theory now governing his management of the government's insurance for soldiers and sailors.

Soon after the war with Germany began, Cholmeley-Jones reorganized the work of the recruiting committee of the City of New York. That was in September, 1917. In October, at the request of Secretary Baker, he organized the sale of liberty bonds to the United States army, selling in all eighty-nine millions to officers and men. In November he was commissioned a captain and sent to France to assist in establishing the war risk section of the American Expeditionary Force.

This work, ultimately, was entirely given over to his direction and his promotion followed. As lieutenant-colonel, he received an official citation from General Pershing for "exceptional and meritorious service" with the armies at the front.

Practically and sentimentally, he belongs where he is at this moment. The mechanics of insurance are by him understood thoroughly. And just as important, his heart is in the work that he is now performing for the government. While the law giving insurance to the fighting men of the country "is the most generous piece of legislation ever placed on the statute books of a grateful nation," it ought to be changed, Cholmeley-Jones says, in some particulars.

"The options," he said, "should be increased in number. Payments are now made, on the face of the policy, during a period of twenty years. A soldier, dying, leaves, let us suppose, \$5,000 to his mother or to his wife and children. For 240 months, then, the beneficiary or beneficiaries will receive the sum of \$28.75.

"Now, the average policy of regular life insurance companies is for \$2,200. With us, so far, the average has been about \$3,300. On that basis, the average family of a soldier would be paid something like \$19.16 a month. It is not enough.

"In the first place, probably, the family would be without ready money. It would face the world penniless, but with an assured income of \$5 a week, approximately. That sum, any one can see, is insufficient. Organizations that have made a scientific study of the subject say that families, requiring outside help at the death of the husband and father, reestablish themselves, on the average, and get on a paying basis, within a year.

"I know that such is a fact. A family, during the early months of its efforts to be self-supporting, needs assistance more urgently, of course, than it does later. That is logical and it is true. Children are young. Wives are not competent to grapple with the bread and butter problem of their households. Besides, small children require their presence at home.

"The policy holders of the government are young men. They are poor and cannot afford to pay out what to them are large sums for insurance. Their policies, therefore, as I have shown, are small. Now what does it mean for the mother or the wife of a soldier who has died to receive \$5.72 a month on each \$1,000 of the insurance that he carried on his life? Scarcely anything at all, with meat at 50 cents a pound and clothing far dearer than ever before. And there is no sure sign that the cost of living is going to fall.

"So I have suggested to Congress a change

in the conditions of war insurance. I would give the soldier, the sailor and the marine the privilege of having the amounts of their policies paid to their beneficiaries in larger sums and during more limited periods of time. They know what their families will need; know it better than can any one else.

"The insurance should not be paid in a lump sum. Many families are not competent to manage more money than they need from week to week. I advise, consequently, the continuance of monthly payments, but at the wish of the insured, I suggest that the spread of twenty years be reduced to no less than three, with the option of making the term four, five or some other number of years.

"If the policy were for three years, and its face were \$3,300, which, so far, is the average, the mother or wife receiving the money would really be helped substantially and in a way that she would feel. Again, there must be thousands of instances where the parents of the insured have reached the age of sixty or more. Under the law, as it now stands, they will not live to get the 240 monthly payments to which they are entitled.

"But while I am deeply concerned in modifying the law in certain directions, my greatest interest is to keep the lives of all our fighting men insured.

The war insurance is at an end, practically, but it can and should be continued, without physical examinations, under new policies and at rates that can't be matched for cheapness anywhere in the world.

"The premiums, so far as now can be foreseen, will just about meet the losses caused by death. All other expenses will be paid by the government. I am no longer engaged in the insurance business as a business, but in-

sure one's life, let me say, is no less important than depositing money in a savings bank. Indeed, it constitutes one form of providing for a rainy day.

"Socially, I know of no greater question, either for the man and his dependents or for the country as a whole. I want to reinsure every man who wore an American uniform, not to help the government, but to help him and his family and no one else. If he dies, his dependents will not be helpless. If he is totally disabled, whether by accident or sickness, monthly payments by the government will be continued to him so long as he lives.

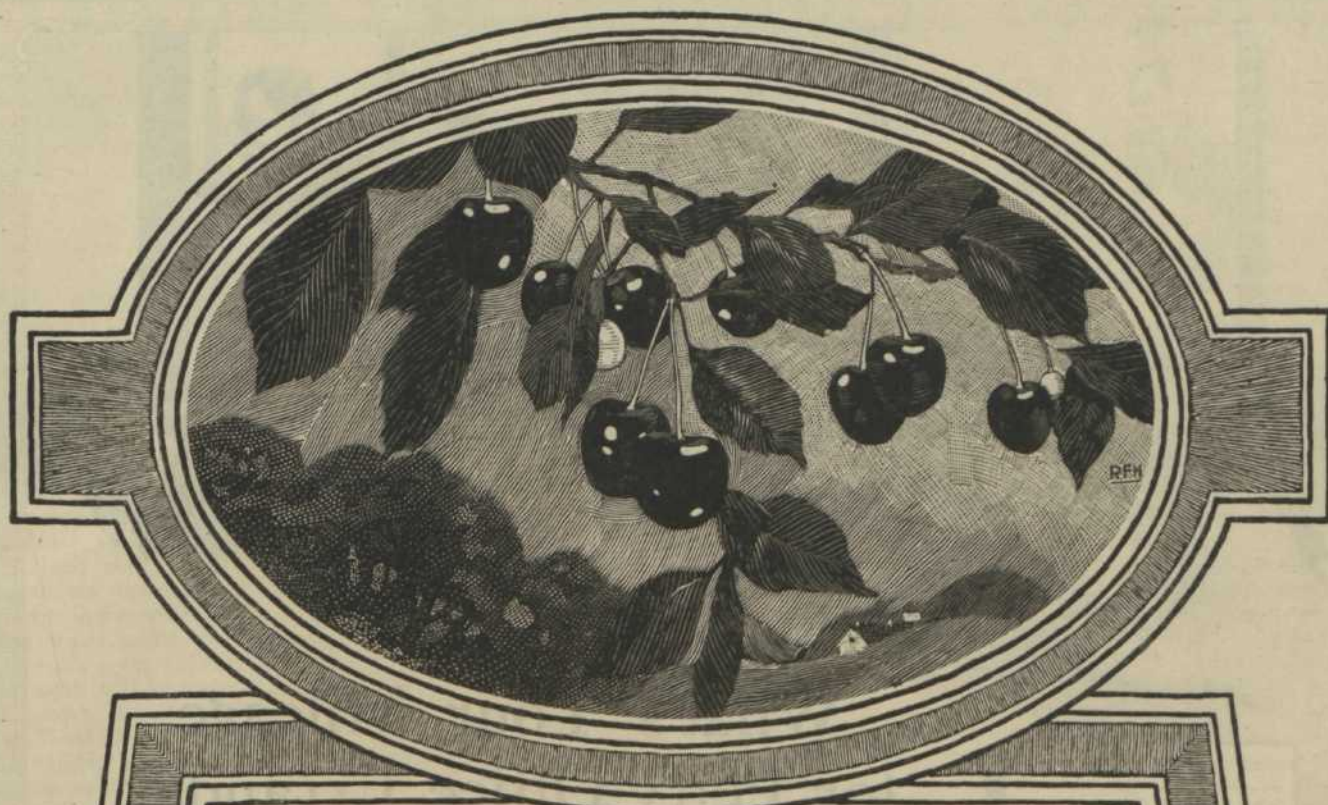
"Really, there never was such a bargain counter in the history of the world."



His name reminds you of a freight train and his personality bears out the resemblance.

A BILL which would provide for construction of a military cable to link the Pacific Coast with Manila at a cost of one half million dollars has been introduced in the Senate.

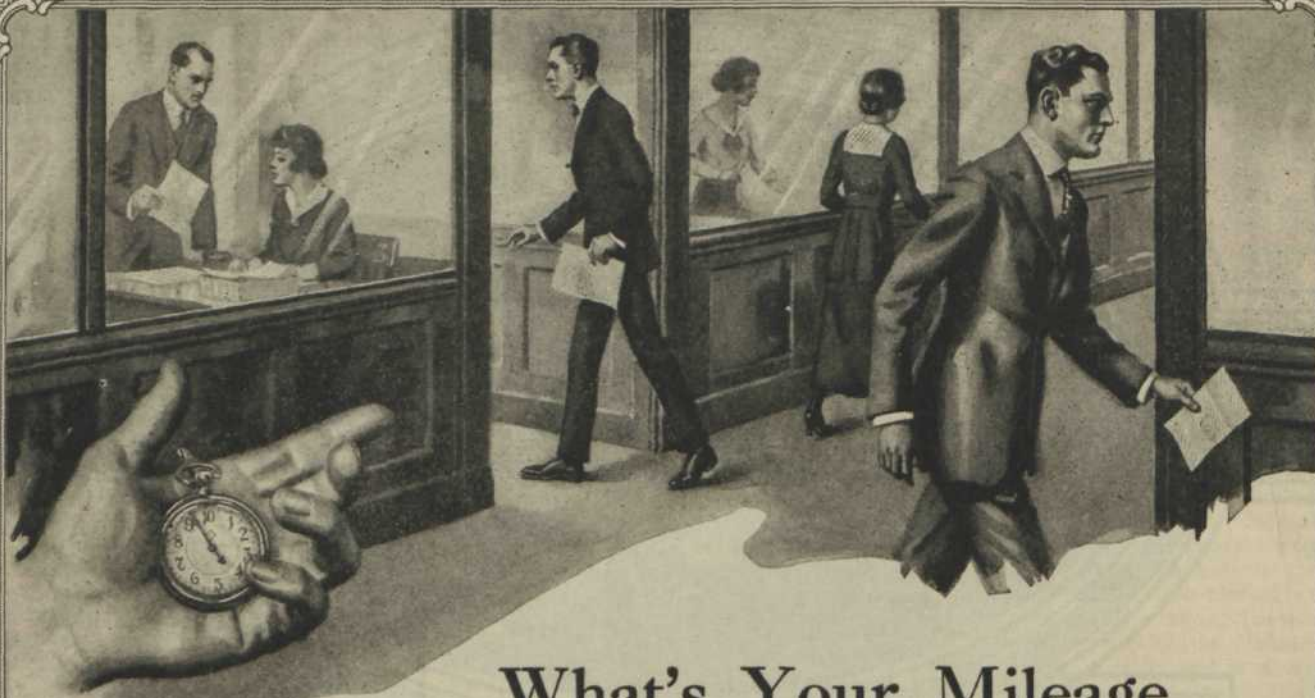




*Tang!* If you had never tasted a cherry could you tell what a cherry is like? If you have not seen the new Mimeograph in operation can you hope to form any fair opinion of what it really does? You may know that with lightning rapidity it reproduces letters, forms, plans, maps, drawings—whatever type may cut or stylus may trace upon the thin and waxless stencil. But you cannot know just what this foe to overhead and friend of economy can do for you until you have tested it. For unnumbered thousands of businesses it is doing big work—saving minutes and money. Today no one can afford to waste time in taking two bites at the business cherry. The Mimeograph is more than ever essential to you now. Let us show you why. Booklet "N" on request. A. B. Dick Company, Chicago—and New York.







## What's Your Mileage for Petty Office Errands?

MEMORANDUM			
To Mr. Ward	By Mr. Gilman	To Mr. Gilman	
Subject: Chicago Black Type V Pump			
Date Made: 6/16/19	Date to Return: Today		
How many Type V Pumps has Chicago in stock?			
How soon could shipment of 25 be made?			

**I**F everyone in your office carried a pedometer, how many needless miles of running around would be recorded each day?

When executives and salaried people hurry about on petty errands, they interrupt their work, waste their time and your money.

How can this be avoided?

By making paper and printed forms, interoffice and department memoranda take care of the detail and routine. Let paper carry the message, and the office messenger do the running.

Apply the same principle to the paper itself. It is just as wasteful and unnecessary to have a dozen different kinds of paper carrying your message as it is to have a dozen different people running office errands.

In thousands of business offices, it is matter of routine to specify Hammermill Bond for everything from the

letterheads to the smallest printed form. The biggest concerns in the country use it to carry their message to their customers and to fulfill every interoffice and departmental need for a reliable, economical paper.

Hammermill Bond is the efficient message-carrier of business, the lowest-priced standard bond paper on the market, and the most widely used bond paper in the world.

All you need do is to ask your printer to furnish it when you place an order for office printing, selecting any of the 12 colors or white in *Bond*, *Ripple*, or *Linen* finish you prefer for the job. Your printer can obtain it quickly from any one of the 110 Hammermill agents who carry stocks in all parts of the country.

May we send you a portfolio showing forms that have saved mileage in other offices?

HAMMERMILL PAPER CO., ERIE, PENNSYLVANIA

*Look for this watermark—it is our word of honor to the public*

# HAMMERMILL BOND

"The Utility Business Paper"



# Giving the Weather Its Dues

From its debased position as an excuse for uninteresting conversation, this every-day necessity has advanced to where it is respectfully consulted by science, business and agriculture

By F. S. TISDALE

**G**REAT excitement among the crowd of primeval citizens that had gathered on the hot sands. Now and then one of them would whisper hoarsely into the ear of another, whereat they would smite the earth with their clubs and burst into roars of loud, prehistoric laughter.

"What's going on here?" demanded a newcomer with a negligible brow and wide shoulders.

"It's Noah," answered a tusked youth, "Noah the son of Lamech. You know we haven't had a real shower here in five years. But Noah says that we're going to have rain now—says it's going to rain so hard that the earth will be covered. And you know what he's doing?"

"What?"—with an expectant grin.

"He's building a boat—a boat out here on the sands. It's to save him and his family. Can you beat that?"

They could not beat that. As earnest whereof they pounded each other lustily upon the back and laughed until they wept. But Noah, the son of Lamech, continued to saw the gopher wood and to say nothing. Noah had the last laugh.

In view of recent developments it would perhaps be more fitting to ignore later events in his life including the planting of the first vineyard and acquiring the first headache from the fruits thereof. The incident of the ark is brought in as the earliest example of the weakness of the human race that forces it to regard lightly any person who dares to prophesy as to the weather.

Ever since then forecasts, whether of a private rheumatic character or with official ink printed on cardboard, have been targets of ribald mirth and loud derision. However, the rule might apply to other seers, the weather prophet has been without honor even in lands not his own.

## Buying by the Weather Map

**T**HE tendency to belittle the weather went even further. In over-formal social gatherings made up of people intensely uninterested in each other, there always has been one stand-by when all other excuses for conversation refused to serve. It was the weather. It was delightful (or horrid). It looked as if it were going to be better (or worse). And so on to the welcome escape.

But these like other popular forms of injustice, are becoming weakened by progress. There is a growing feeling that the weather ought to be given its dues; to recognize what it really means to commerce today and what it has meant to history in the past. The rain that came before the Battle of Waterloo had much to do with the dissolution of Napoleon's dream of world conquest.

Napoleon might have done better if he had discharged a marshal and replaced him with a weather forecaster. Mistakes of the past

are the guides of the future. The advanced business man of today keeps an intelligent eye toward the elements—and cashes his observations at the bank. For this same weather, ridiculed as it is, casts the controlling vote in many an industry from farming to base-

forecast card above his desk. It read:

"Fair and continued high temperature today and tomorrow."

Which was information as far as it went—but it didn't go far enough. The sales manager looked at the weather map above the bul-

letin. It showed that a "low"—a field of low barometric pressure—had suddenly appeared over a great part of Southern New Mexico. A pronounced "high" covered the Atlantic Coast and an even more pronounced "high" was invading northwestern Montana from the Canadian border. It was part of the training of this sales manager to read the curves and signs of this map. There was no hesitation when he visualized what was happening in the air above these parts of the country.

"We'll buy no more fans," he announced. "It's as sure as shooting that within sixty or seventy-two hours rain will be general in this part of the country. And at this time of the year cooler weather is sure to follow."

The department head got exceedingly busy. In the face of the day's forecast of continued warm weather, they put their remaining electric fans on sale at alluring prices. There were two heat prostrations in the crowd that came to buy them next day. When the cooling rains arrived—on schedule time—there wasn't so much as a fan blade left on the shelves.

A similar instance occurred in the same district later in the year. A wholesale concern had bought its usual quota of skates, sleds and the like. Came early December. There was no indication from the weather that it recognized the advent of winter.

The air was balmy. Ponds that should have been creating a demand for the skates still abandoned their surfaces to ripples that danced in the mellow sunlight. The sides of hills that should have been coasting grounds showed patches of warm green. It looked pretty bad for the skate and sled demand.

But the merchant noticed unusual disturbances on his weather map. What he saw going on in the Northwest and on the eastern slopes of the Rockies convinced him that a cold wave was on the march in the direction of his trade territory. The local weather man confirmed his deduction. There was sure to be a cold wave in the Middle West north of the line of the Ohio River.

## Capitalizing a Cold Wave

**T**HE merchant immediately capitalized his foreknowledge. A wire was sent to each of his traveling men in the district affected.

"Severe cold wave coming," it said, "tell retail trade it will be on them in two or three days and that they should immediately stock up on all winter goods."

The result was that in spite of the weather, orders came piling in for skates and sleds. And in due time the cold wave put in its ap-

## Cashing the Forecasts

**T**HERE was a time when the weather joke was as prevalent as that grand old dame of humor—the mother-in-law motif. And who can deny that there was some provocation? The pioneers among our weather prophets were masters of equivocation. They spoke like oracles. Tomorrow would be fair—but there might be rain. If a cold wave didn't come, the temperatures would remain unchanged.

In those days weather experts had as much trouble as the rest of us in deciding whether their umbrellas ought to be left at home or carried to the office. It is even charged that they instituted what is known as the "two umbrella system"—that is one at home and one down town.

Presto! And behold the times have changed while our backs were turned. We find farmers, ranchers, business men, doctors, fruit growers, mariners shaping their future courses by the weather warnings and turning the tips into good hard cash.

How has it come to pass? A blizzard would have a mighty hard time sneaking up on the Middle West from Alaska these days. A West Indies hurricane would be spotted before it got a hundred miles in an attempt to raid the Atlantic ship lanes. The tale of how men discover these movements and how the business man uses the information makes fascinating reading.—THE EDITOR.

ball. Its influence is brought to bear in a greater or less degree on every other form of human effort.

The business student of the government's daily weather map has little trouble applying what it tells him to his own particular job. A few instances will illustrate how personal forecasts are being applied.

Around the first of a certain blistering August a concern in a Middle West city was confronted by a question. It had to do with electric fans. The demand for artificial breezes had caused the trade in this commodity to—if you will pardon the simile—hum. The stocks were about exhausted and a decision had to be made at once as to a further purchase.

"It will take about a week to get them into stock," explained the department head, "They are going like hot cakes now. They'll keep on going like hot cakes as long as the weather stays this way."

On the other hand, the fan season had about run its calendar course and any drop in the thermometer would mean that electric fans would be material for dead storage until the next year. It was squarely up to the weather. The sales manager turned to the



pearance. The merchant was thus able to get rid of holiday stock that he might have had to carry over till next season and in addition he gained a psychological advantage in the minds of his customers who looked upon his simple bit of divination as something supernatural.

The banana is an excellent example of a vast business that not only makes use of all the weather facilities of the government but would have a very hard time existing without it. Hardy as this fruit appears when you see it swinging in a store or riding on a push cart, it remains to the end of its days a temperamental son of the tropics. As such it possesses a most delicate constitution, one which in spite of the germ-proof overcoat is highly sensitive to every change in temperature.

#### Personally Conducting a Banana

HERE again, we run into the wonder of familiar things. To most people a banana is a thing to be eaten and, after the skin is put where no foot will find it, to be forgotten. Yet the transporting and marketing of this wholesome necessity is a most delicate and complicated matter. The men in charge of the banana's journey have to study the maps and charts of the Weather Bureau with all the tender solicitude of a poor doctor attending a rich invalid.

Bananas are particular about their temperatures. They must be kept at from 58 to 65 degrees during shipment—just seven degrees tolerance in the safety zone. If the temperature falls below 55 the fruit is chilled and its quality damaged. If it goes over 65 overripening will soon result.

Now imagine a fat, healthy banana traveling from Central America, where it is hot as blazes, to Chicago, and being timed to arrive there when the zero breezes of mid-January are rocking the Masonic Temple. The trip must be made by boat, rail and truck and the delicate traveler must pass safely through temperatures that are never the same from one hour to another.

Add to the dangers of the weather outside, a further complication in the warmth of the banana's own personality. Packed in a car with his companions he begins at once to generate heat. All of which things the men in charge must take into consideration, icing, timing, ventilating and warming their charge so that he meets his destiny upon a North-Side breakfast table at the minute when he arrives at his golden prime.

This the men accomplish—day in and day out, year in and year out.

They do it by a careful system of ventilating in the car, by studying constantly temperatures both outside and inside, and keeping posted for every minute of the day on what the weather will be throughout the entire route

at the particular time that the banana is going up.

As is the case with the banana, weather creates the crops on the farm and is one of their greatest dangers. While the Weather Bureau can't prevent all the damage from freezes, floods and droughts, it prevents a great deal. There is no form of fiction read as consistently and eagerly as the maps and forecasts are read by the growers of fruit, sugar, tobacco, and cranberries. This is especially true in the South and Southwest where our tropical and semi-tropical fruits are raised.

The city dweller reads of a coming cold wave with unruffled calm. It means, perhaps, having his wife rummage through the bottom drawer of the bureau for his "heavies." This same warning has a very different effect in the district that grows his table fruit.

At the first news, the orange grower marshals all his help to place smudge fires about the trees to warm the atmosphere and save the blooms. The strawberry planter covers his vines. In Louisiana the sugar cane is cut and windrowed. Shippers of perishable truck rush their crates to market at greater speed and defer other shipments until the weather moderates. Much of the vegetables already on the way are run into roundhouses where it can be kept from freezing until the danger passes.

Rains—so greatly desired by the farmer, at certain times that he is easy prey for rain-making schemes—are by no means welcome to the California raisin grower during the drying season. The same is true of the luscious and ridiculed prune.

Raisins when drying, are spread on shallow trays in the sun. During this time they are very susceptible to damage from rain. The warnings give the grower time to protect his crop by stacking the trays. The value of the weather reports in the raisin-grape district is almost beyond calculation. One authority says:

"The accuracy of the rain forecasts for this region and the system of distribution are so perfect that practically no loss has occurred for years."

The cost of salad and dessert are not the only items kept from higher flights in price by the science of weather divination. The steak and roast is also affected by it. Our western plains are subject in the winter to the dramatic "norther." In the appreciative language of the lands they infest, one of these "northers" will turn a balmy fall afternoon into a Labrador

Christmas. Even on the cold-blooded records of the Weather Bureau they will cause a drop from 60 above to far below freezing in a few hours. To make it worse these invaders are invariably provided with artillery in the form of fine hard snow and hail which is driven before powerful gales.

It takes no dizzy flight of the imagination to see what this would do to a herd of cattle grazing on the open range. One minute it is steers on the hoof—and the next it is frozen meat. Even sheep, protected by thick coats of all wool, freeze by flocks in these blizzards. During the dangerous months ranchers keep a careful watch for the warnings which usually give them time to get their stock to places of shelter.

At the other extreme, shippers of live hogs and cattle use the same means to avoid having their stock on the road during waves of intense heat. Packed closely in the cars they lose weight rapidly and cut down the rancher's profits.



While the men whose works are exposed to the elements are naturally more directly benefited by foreknowledge of the weather, the warnings are used in cities to a far greater extent than most people

suppose. Take as an instance, a few of the things that happen when the word goes out that a cold wave is on the way:

Automobile owners and other operators of gasoline engines drain the water from their radiator.

Greenhouses are closed and boilers fired.

Heating and lighting plants prepare for an increased demand in their products.

City authorities see that fire plugs, exposed mains and plumbing are protected.

All work in concrete is stopped.

Merchants prepare for big sales in heavy clothing and all sorts of cold weather necessities.

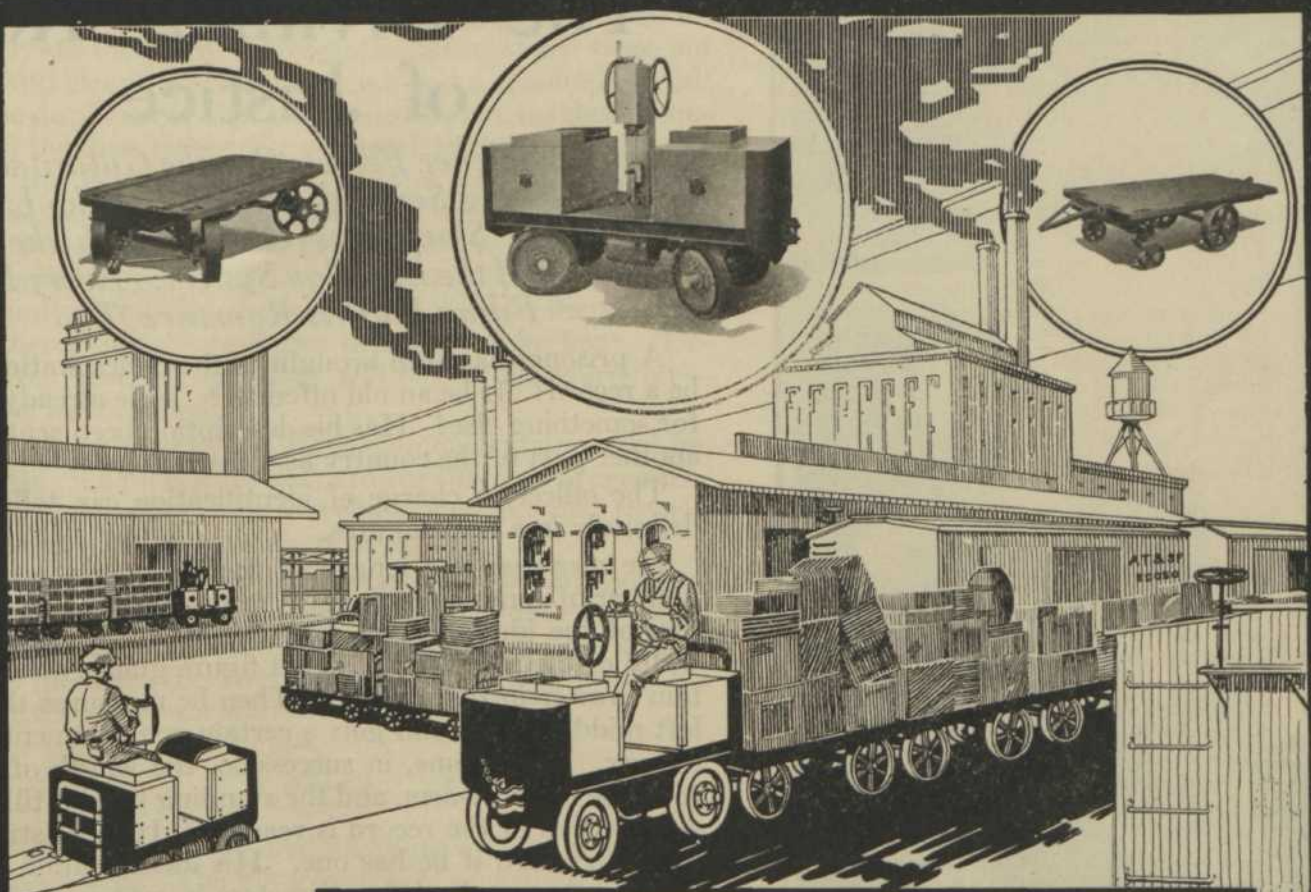
The coal man gets ready for a run on his stock.

Charity organizations prepare to meet the demands for food and fuel to minimize suffering among the poor.

(Continued on page 58.)







## Complete Transportation Service to Every Industry

Whether your plant problem involves the transportation of light or heavy material, in bulk or in packages, for short or long distances, Lakewood can serve you. There are two big advantages, to you, of dealing with Lakewood.

*First, the Lakewood line of Industrial Haulage is so complete that whether your requirements call for electric locomotives, cars and track, storage battery tractors and trailers, electric trucks with platforms or V-dump bodies, or storage battery tier-lift trucks, Lakewood can meet them promptly.*

*Second, you are offered the services of a corps of trained Lakewood transportation engineers. These men will study your plant requirements and recommend the haulage equipment that will earn maximum profit for you. Because of the completeness of the Lakewood line their opinions are unprejudiced.*

**You can cut production costs while increasing production with a Lakewood Industrial Haulage System. The cost of the system will be repaid in a short time.**

A few copies of a recent folder—"How 56 Men Do the Work of 500" are still available. We will gladly send one to you on request.

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# The Divining Rod of Justice

*Criminal Science Ferrets Out the Culprit with the Aid of Filing Science—Everyone Who Loves a Detective Story Has Glowed with the Romance of the Bertillon System. Every Day Filing Has Its Romance, Too*

A prisoner has been brought to the police station. Has he a record? Is he an old offender? Is he already wanted for something else? Has his description been sent in from another part of the country as wanted there?

The officer in charge of identification can tell all that definitely in a few minutes.

He measures the length of the prisoner's head. The number of centimeters he gets refers him to a certain section of the identification cabinet. Next he measures the width of the man's head. That figure guides him to a certain drawer in that section. Then he measures the man's left middle finger and gets a certain compartment of that drawer. Next come, in succession, the length of the left foot, the left fore arm, and the standing height, till the last sub-division of the record is reached. It leads straight to the man's card if he has one. His identification with his past by the number of centimeters in certain parts of his skeleton thus becomes as certain as the science of filing can make it.

That is merely one feature of the Bertillon system of criminal identification practiced in one form or another by the progressive police departments of this country. "Y and E" are the sole American manufacturers of complete identification equipment,—Bertillon, finger print, etc.



It has been worked out into a fast and accurate filing system by filing experts in response to the need for a machine that would make it as readily possible to identify a recorded criminal, or to book a criminal for future identification, as for a business man to run down a recorded letter or to put it where he can certainly get it later. It has been nothing more than an application to police needs of an idea which is being applied with as rigid precision and as certain results in the business offices of this country. The conditions are no more exacting in the one case than in the other—often, indeed, the finding of the right paper is far more dramatic than the identification of a criminal.



The burglar who robbed a citizen's house last night had a scar on his left cheek and a husky voice. Do the files show such a combination as that? Probably—for he did his job like a professional. Find his card! It is purely a question of filing—purely a question of a filing system, worked out by an expert, and capable of catching the fugitive evil-doers as a net catches fish or as the files which the same expert has placed in such a business office catch a fugitive paper.





The murderer placed his hand on the fence as he fired through the window. The print on his fingers showed indistinctly on the paint. A chemical brought the trace out strong and clear. Perhaps the man had a criminal record; if so, the duplicate of that print must be among those thousands in the files, either of the local department or of some other. But how to come at it? How to find a needle in such a haystack? It can be done. The left thumb shows that vortex of a whorl, the first finger an ulnar loop, the others radial loops. It is a combination that can be traced as certainly as an alphabetical index—if it is there. If it is not there, then those finger prints must be kept. Decades from now, perhaps they will betray the murderer—if they be rightly filed.

A two-stone jewelry set, three diamonds and a sapphire, is missing. There is a special card for that and every other possible combination in the jewelry system file that records the dealings of all pawnbrokers in the city.

The same is true of every other article, from automobiles to cameras and cutlery. No detail is too minute for such a system. It checks up crime and criminals as far as it is humanly possible for any record to do it. It keeps the books of the underworld.



These are glimpses of modern filing system at work in a specialized field. The filing system of an insurance office, if it has been worked out by the experts of a first class filing cabinet firm, is just as highly specialized as that—has been worked out as an individual problem. No two insurance offices have quite the same need. Each requires a special fit—and gets it.

So it goes throughout the whole world of business.

Criminal identification has become a tremendously involved thing. It can no longer depend for effectiveness on the off-hand methods of long ago. It calls for science. But it is child's play beside the big problem of our national industrial system. It is simple beside the bookkeeping of a great bank or the diversified records of a government department.

With marvelous adaptability the modern "Y and E" filing system has measured up to the utmost demand which the most complex conditions of industry could make upon it. Nor is it conceivable that service so essentially right in principle, whether in its application to the romance of the Bertillon System or the commonplace of every-day business, shall ever fail to meet every test which our growing civilization can put on it. Its worth and its unlimited capacity for service have been established.

*Philip H. Yawman*  
President

**YAWMAN AND ERBE MFG. CO.**

ROCHESTER, N. Y.

Retail Stores, or Travelers, in all cities and towns

In Canada: The Office Specialty Mfg. Co., Ltd., Newmarket, Ont.

Steel Filing Cabinets	Shannon Arch-File Supplies	Efficiency Desks
Wood Filing Cabinets	Record Filing Safes	Transfer Cases
Vertical Filing Systems	"Safe Files" for Blueprints	Folders, Guides
Card Record Systems	Machine Accounting Equipment	Metal Index Tabs





# Business Conditions Are Jumpy and Prices Are Sky High But—Florida Will Send Out 5,000 Cars of Watermelons

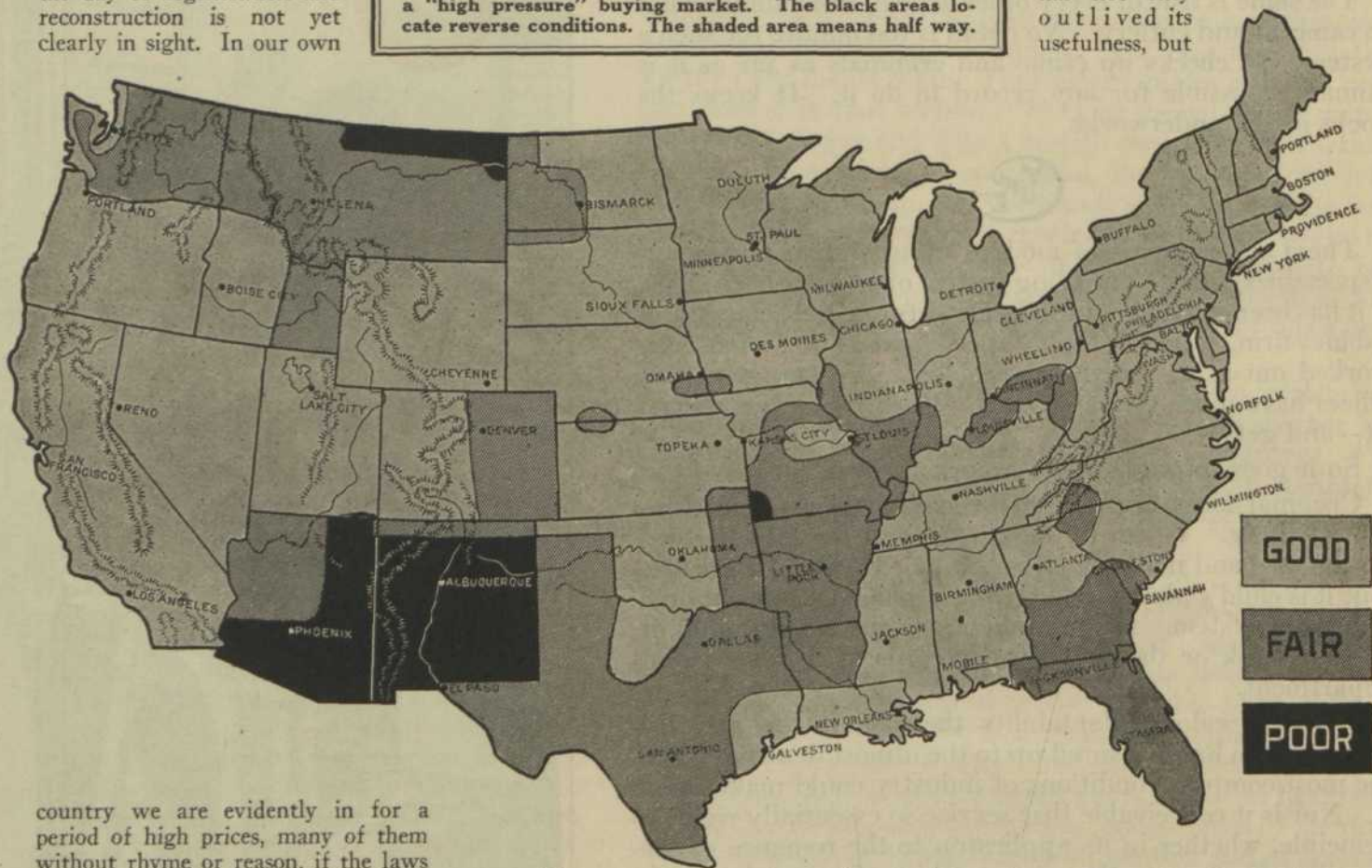
By ARCHER WALL DOUGLAS

THE primal difficulty of any intelligent forecast of the near future lies in the dominant influence of all the factors of uncertainty and artificiality. No one can even pretend to say what will happen in Europe, and what will be the effect upon us of such happenings. All we can discern is that in the unhappy old world, the labored fabric of social, economic and political life seems to have fallen into sudden and general ruin, and the day of regeneration and reconstruction is not yet clearly in sight. In our own

The live stock raisers therefore find themselves confronted with declining prices and an increased cost of production, due in part to the high cost of feed in sympathetic action with the ruling price of wheat. The problem presented is that the present flocks and herds must be reduced unless the demand can be increased. As a part of this general situation it is increasingly obvious that the Food Administration in this country has not only outlived its usefulness, but

## Business Conditions, July 11, 1919

THE map shows at a glance the general business conditions of the country. It is prepared by Mr. Douglas as a weather map of business, and should be so read. The light areas indicate large bank deposits, promising crops, industrial activity, evidence of an economic evolution, creating new needs in home, shop, and farm—in a word, a "high pressure" buying market. The black areas locate reverse conditions. The shaded area means half way.



country we are evidently in for a period of high prices, many of them without rhyme or reason, if the laws of supply and demand were in full sway, which they are not.

Here is an incident in the form of a quotation from a daily market report in the early part of July: "Receipts of hogs at western packing points were estimated at 109,400, compared with 89,400 a year ago. Total for June reported at 12,840,000, compared with 2,159,000 in 1918 and 2,069,000 in 1917. Prices were sharply higher with a new top of \$22.10." Can you beat it?

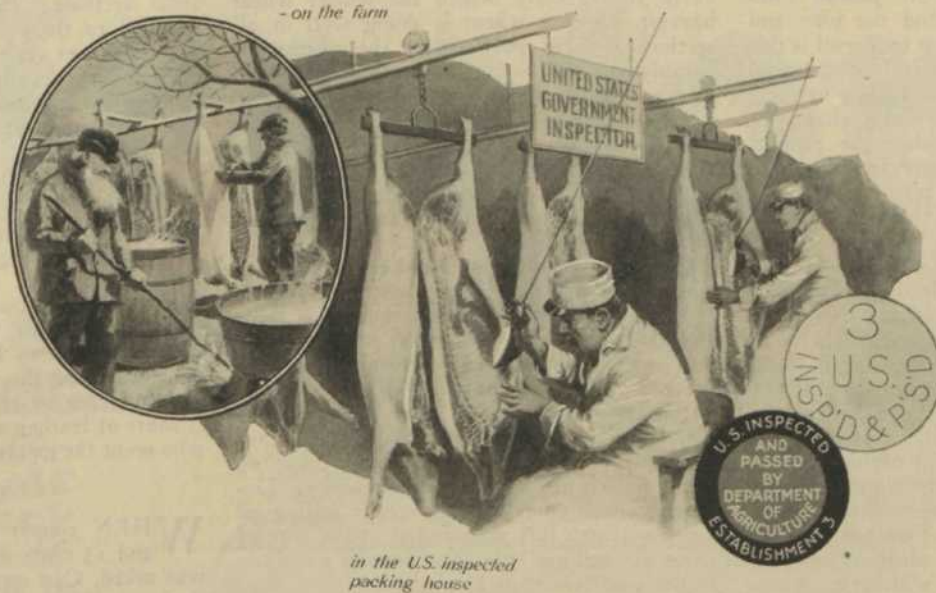
In strong contrast to this there comes from the Department of Agriculture and from a large number of live stock associations a plea for the larger consumption of beef and mutton by the public, because cattle and sheep have so increased in this country during the past five years that the supply exceeds the domestic demand. For Europe, since the war, has largely drifted its imports of beef and mutton from the United States to South America and Australia.

its continued existence is merely an incentive to those high prices of food products which are such a serious and heavy burden upon the many.

So far as anyone can hazard a guess the present ambition of the Grain Corporation in Washington seems to be a fantastic scheme to save the Government that billion and more dollars allowed the Corporation to make good the Government's guarantee to the farmer on wheat. Forgetful, meanwhile that Jones (the public) always pays the freight in any event, and that a change in the form of that guarantee would still keep the Government's pledge to the producer, but would meanwhile make life somewhat easier for the ultimate consumer, by not only reducing the price of flour, but all other food products as well.

Now it is easy enough to multiply instances where present prices are the result of the control of supply rather than of the relation of supply and demand. But as Hamlet said,





## American meat-dressing—yesterday and today

Look at the left-hand picture above. It is typical of the old-time meat-dressing methods.

In the old days meat-dressing was purely a local business. There were one or more abattoirs in every city and town, and in the villages and on the farms most families did their own meat-dressing.

There was no scientific knowledge of sanitation and refrigeration, no ambitious study of meat-dressing methods and no adequate and intelligent system of animal and meat inspection.

\* \* \*

The development of centralized packing organizations like that of Swift & Company brought big improvements in meat-dressing methods.

Thousands of travelers who yearly visit the packing plants in Chicago are impressed with the high state of cleanliness.

But equally important is the rigid care exercised in the inspection of animals.

Only animals such as are sound and healthy reach your table as meat from the "U. S. Inspected" packing plants.

\* \* \*

All packers doing an interstate business work under the supervision of the government.

Note the picture above to the right. This shows federal experts inspecting dressed pork. Every piece of meat that comes from Swift & Company's packing plants bears the O. K. of the U. S. government.

If America's meat industry were still a local unorganized business, inspection of meat would be out of the question.

Today, because of the development of the nation's packing industry to its present form and because of the rigid U. S. government inspection, American meat is the cleanest and healthiest in the world.

The profit that Swift & Company earns—a fraction of a cent per pound—is too small to have any noticeable effect on either livestock or meat prices.

## Swift & Company, U. S. A.

Founded 1868

A nation-wide organization owned by more than 25,000 shareholders





"'tis no matter"—for it is perfectly obvious that the entire country is bent on an era of high prices and prosperity, for the two things usually go together. Hence the general thought says, like Sir Joseph Porter in Pinafore, "Never mind the why and wherefore." So strong and so universal is this feeling that the woods are full of financial and economic prophets, who taking in their hands such reputation as they may chance to possess, gravely assure us that the present reign of high prices will prevail anywhere from five years to a generation, mostly because of that old stuff about the abundance of money in circulation.

There is a little saying in the New Testament regarding the blind leading the blind and both falling into the ditch. Now the practical course for the business world is to make the most of the situation while it lasts, and that will probably be for the rest of the year and maybe longer, for its early collapse is not forbiddingly imminent. But it is essential that speculation be kept within bounds.

There are sinister and portentous evils in the present gambling on margins in the stock markets and the grain pits. This, too, despite that flimsy excuse that an adequate market for securities cannot be had without such accompaniments. In sober truth the principal purpose of this form of gambling is to furnish shorn lambs, who know not tempered winds, as a means of revenue to brokers who otherwise would mostly be out of jobs.

The manufacturing situation presents the curious phase, with some notable exceptions, of an increasing demand but with less than full capacity employed, and the constant difficulty of obtaining labor of the right stripe and efficiency, while there is still much unemployment. Some of it is wilful. Construction and building are still principally confined to large cities and industrial centers where housing conditions continue most unsatisfactory. Building materials have not failed to meet the situation by advanced prices, and are thus following in the wake of all textile and leather goods. Strikes are an epidemic, and seem largely symptomatic of an unrest that finds expression after this fashion. Mining is nowhere anything like fully employed. Yet the prices of most metals are on the upturn, despite the enormous stocks of raw materials; copper and zinc, for instance, in the country.

We are threatened with a shortage of coal this coming winter, with probably higher prices. Apparently the public held off purchasing coal until the last moment with the vain hope that prices would decline. There was consequently but small demand during the spring months and no stocks were accumulated to meet the belated orders which came in all at once. Meanwhile a shortage of labor is threatened in the mines in addition to the difficulty of mining coal fast enough to meet the sudden demand.

## A Horoscope of the Nation's Business by Principal Industries

### Iron and Steel

**J**UNE justified the hopes of May in the iron and steel markets. Trade circles refused to be discouraged by the low record of pig iron production in May and confidently expressed the belief that the corner had been turned. July opened with a daily output in excess of that of the previous month. The market has broadened along all lines and price revision talk inclines toward revision upward. In England, where prices rule lighter than in the United States, there is

The story of the crops is the usual one of a wet season; more or less local damage, but on the whole an abounding yield. Favorable weather in the latter part of June and in early July greatly helped the winter wheat harvest. Spring wheat is doing well in all sections save in portions of the northwest, notably parts of North Dakota and Montana, where drought cut short an early promise. Corn acreage is from 5 to 7½ per cent less than last year, and the growing plant has been held back by excessive rainfall in nearly all sections. It has made steady progress lately, under much sunshine and needed hot weather.

Cotton has likewise suffered from too much moisture, especially in the southern portion of the cotton belt. The consequence is some abandoned acreage and many weedy fields. Boll weevil are becoming very abundant and are doing much damage. On this outlook, cotton prices have soared. But here are some disquieting facts: There are about five million bales on hand, not counting those on farms, which are an unknown quantity. Domestic consumption shows a steady falling off compared with last year and is at the rate of about six million bales per annum, or about 25 per cent less than in 1918.

Exports are about 10 per cent greater than last year or at the rate of about five and one-half million bales annually. In 1913 we exported, in round numbers, nine million bales and consumed about six million bales, so that the present stock in this country, along with the coming crop, estimated at eleven million bales, will apparently take care of our domestic and export wants for the next twelve months. The uncertainties are what Europe will, or rather can, take, and what will be the actual crop yield. The chances for a better outlook in production should come with the hot, dry days of July.

The European demand not only for cotton but for other goods hangs upon many contingencies, of which the most important are their ability to pay for what they need, and their return to a normal economic and social life. The former we shall probably take care of by renewed credits. The latter is sure to disappoint us in the slowness of its progress.

In general west of the Rockies it is too dry, while east of the range, moisture is abundant. Some of the minor crops illustrate the solid foundation upon which our national wealth and prosperity are based. We shipped 22,000 more carloads of potatoes this year than last, and they were raised all the way from Florida to Maine.

Also Florida will ship 5,000 cars of watermelons and they will net the growers from \$400 to \$500 per car. They are raised on land, much of which, scarcely a generation ago, grew only "wire" grass and the lonesome pine.

much discussion—and some fear—of American competition. July should witness further progress in the industry, for building is now in full swing, railroad needs must be met, and the export markets are calling for supplies.

### Lumber

**T**HE problem of the lumber man in early spring was to convince the public that now is the time to build. Conditions, it seems, have changed. Now the problem is to produce what the public insists on buying. From

the lumber manufacturing regions comes the complaint of labor shortage and depleted stocks. The weatherman, too, has been unkind and operations have been hampered in some sections. Prices, of course, have responded to these conditions. With a shortage of houses reported the country over, and the public generally satisfied that the present level of construction costs will be maintained for some time, lumber prices are pretty certain to hold firm.

### Hides

**T**HE hide market seems to have even the oldest traders guessing as to what constitutes a top price. And being companionable sort of persons, leather and shoes have taken the same elevator, "Going up." Holding off does not seem to help the buyers' situation, for every time they try the market it has advanced a peg or two. The world, they say, is short of leather and of footwear; and those who want the goods will have to pay the price.

### Copper

**W**HEN copper was hovering around 14 and 15 cents in early spring the question was asked, Can copper come back? Speculation was rife as to overproduction, the surplus stocks of the Allies, and prospects of trade with the Central Powers when peace was signed. Early in July copper seemed to have swung definitely in the direction of higher prices. Prophets of the trade said 20 cents would be reached and perhaps passed before the month closed. Lead and spelter also gave indications of a firmer position.

### Woolens

**T**HE woolen industry goes serenely on its way despite the expectation—perhaps hope—that wool prices would fall and bring down fabrics with them. Instead, wool prices the world over have remained at a high level. The clip in the United States has been passing rapidly from the hands of the growers and at satisfactory prices. Woolen mills are back in their stride. The world needs fabrics and apparently the manufacturers will be hard pushed to meet the demand.

The great increase in export trade in the opinion of the Federal Reserve Board has had a powerful effect in preventing a decline in prices. This, the Board declares, is due not only to the actual subtraction of goods from the domestic market but also to the more subtle and less obvious influence produced through inflation.

## Mystery of the Rat-Tail File

(Continued from page 16)

a confidential talk. [See page 42—EDITOR.] This talk Mr. Douglas writes out at the very last moment before publication, in order that the reader may have his latest information as to "What's doing in business?"

Archer Wall Douglas: a business man of St. Louis; of average stature; youthfully energetic in act; vivacious and modest, almost shy, in conversation; a maker of friends everywhere; gifted with eyes that see everything, a mind that plunges to the realities of things with almost occult sureness; a man who plays his Saturday golf because he loves the game, who loves his home and frequents it with delight—this man has grown gray with studying the features of a great continent until he knows it as he knows the top of his desk. This is the biggest thing about him: he is nationally minded. Archer Wall Douglas literally sees the United States.



# Firestone

## Giant Cords and Demountable Rims

Reasons why—  
Over Half  
The Truck  
Tonnage of  
America is  
Carried on  
Firestone  
Tires





# Little Stories of the Nation's Business

High lights in the swiftly moving drama of American Business finding itself after the shock of peace

## Finance

FEDERAL Land Bank bonds to the amount of \$54,000,000 are being put on the market by the Farm Loan Board. They are sold at 100½ direct to investors through the twelve Federal Land Banks and through investment banking houses.

A total of nearly five hundred applications for charters for national banks and requests for increases in the capital of existing banks are on file with the Treasury Department. This unusually large number, according to the Comptroller of the Currency, indicates widespread prosperity.

A further credit of ten million dollars in favor of Italy was announced by the Treasury Department. This makes a total of \$1,581,500,000 advanced to Italy.

A national budget system will be considered by a special committee of ten members of the Senate, and a report of their conclusions will be submitted before September 1, under a resolution reported from the Senate Committee on Rules. This is the first measure looking to the adoption of a budget system by the government to be reported from committee in either house.

Financial experts attached to the American Peace Commission, replying to suggestions that the United States should convert its loans to the Allies into gifts, point out that while France and Italy increased their taxes during the war only six per cent, the increase in the United States was two thousand per cent. The increase in the United Kingdom was one thousand one hundred per cent.

The Russian Government's fifty million dollar, 6½ per cent., three-year bonds, maturing June 18, were defaulted.

American banks have agreed to lend to Belgium one hundred million dollars on twenty-five years' time. The agreement must be ratified by the United States Government.

The Chinese Government is reported to be in extreme financial straits, the budget this year showing a deficit of two hundred million dollars.

The Federal Reserve Board is discouraging the tendency toward excess of speculation. Information is asked of reserve banks as to the extent of member bank borrowings on government collateral other than for purchase of government securities or for purely commercial purposes.

Speaking before the National Association of Credit Men in Detroit, Paul M. Warburg advocated a national budget system as the only means of bringing about economy in the government.

The embargo on gold shipments has been lifted by Secretary Glass. Shipments of gold will be governed by virtually the same procedure as now applies to shipments of silver.

The Canadian Trade Commission announces that sixteen million dollars worth of orders have been placed with Canadian producers and manufacturers under credits recently established in Europe.

**THE importance of these paragraphs is of inverse ratio to their length. They are culled from the business news of the month, and are boiled down to the very bone to make quick and easy reading. Among them are facts that can be applied directly to the opportunities and problems of your business.**

American bankers are lending to French woolen manufacturers thirty million dollars for reconstruction purposes, according to cables from Paris.

Uncleared deposits in British banks totaling five hundred million dollars will be taken over by the British Government to pay public expenses.

Sweden has arranged with American bankers for the underwriting of twenty-five million dollars worth of Swedish Government bonds at six per cent, redeemable in 1929.

It is reported from Buenos Aires that as a result of gold shipments from New York and removal of government control on exports, exchange on the American dollar has fallen rapidly, and the dollar is nearer par than for several months.

Studies of financial and banking conditions in Europe show, according to the Federal Reserve Board, that the currency and banking situation on the Continent is one of unusual difficulty and that supplies of available capital have been reduced to a minimum basis.

A sight draft accepted by the drawee payable at a future date, under a ruling of the Federal Reserve Board, is a qualified acceptance which the holder may refuse to take, but if such an acceptance is taken by the holder, the drawer and endorsers are released unless they have either expressly or impliedly authorized the holder to take a qualified acceptance or unless they subsequently assent thereto.

For the purpose of additional tax exemption for Liberty Bonds, the Treasury Department has ruled that 4¾% Victory Notes originally subscribed for by any taxpayer may be converted into 3¾% notes without loss of tax exemption privilege.

The Commissioner of Internal Revenue has ruled that promissory notes given by one bank to another bank secured by War Finance Corporation bonds are subject to stamp tax, but that promissory notes secured by certificates of indebtedness issued by the Director General of Railroads are not subject to the stamp tax.

## Agriculture

PRICES of fertilizers will be at least thirty per cent cheaper to the farmer for his fall planting, the Department of Agriculture announces. The reduction, the Department's announcement says, is a result of agreements made by representatives of the Department with individual producers.

Standardization in the methods and practices of farmers' mutual fire insurance companies is recommended by the Department of Agriculture as the result of a study by experts. There are nearly 2,000 such companies with a total business of \$6,000,000,000 in the United States. The Department found that there is a wide difference in the methods of operation of the companies.

The importance of American markets as an outlet for Canadian agricultural products is emphasized by the Canadian Minister of Agriculture.

Three thousand farm jobs are ready for discharged soldiers in New York, New Jersey, and Connecticut, according to the New York State Employment Service.

Prospects for the sale of American farm implements in Canada are declared to be unusually good this year. This is an exceptionally good market for tractors.

American cattle producers have been asked by the Department of Agriculture to supply large quantities of dairy cattle to France. About three thousand cows and heifers will be shipped the first month.

Cultivation of Rhodes grass brought to the United States by the Department of Agriculture from South Africa is said to have been highly successful. Experts of the Department believe its use will become wide within the next few years.

Kansas, according to the Department of Agriculture, needs one hundred thousand laborers to help harvest the two hundred million-bushel wheat crop in that state.

Wheat and wheat flour dealers again have been put under license by a proclamation signed by President Wilson. The only exceptions are farmers and small packers.

## Foreign

CUBA offers an unusual experimental field for American advertisers, according to a report by the Bureau of Foreign and Domestic Commerce. The report is called "Advertising Methods in Cuba."

The Russian Cooperative Society has purchased of the War Department fifteen million dollars worth of surplus army clothing.

To build up the ship industry in Belgium, and to insure cooperation among manufacturers, a cooperative association has been formed in Brussels.

Printing machinery valued at one hundred million dollars was destroyed in Northern France by the Germans. Much of this must be replaced from the United States.

The British Government has contracted with Norwegian shipowners to build thirty-five ships of fifty thousand gross registered tons as compensation for losses suffered by the Norwegian commercial fleet under British restrictions.

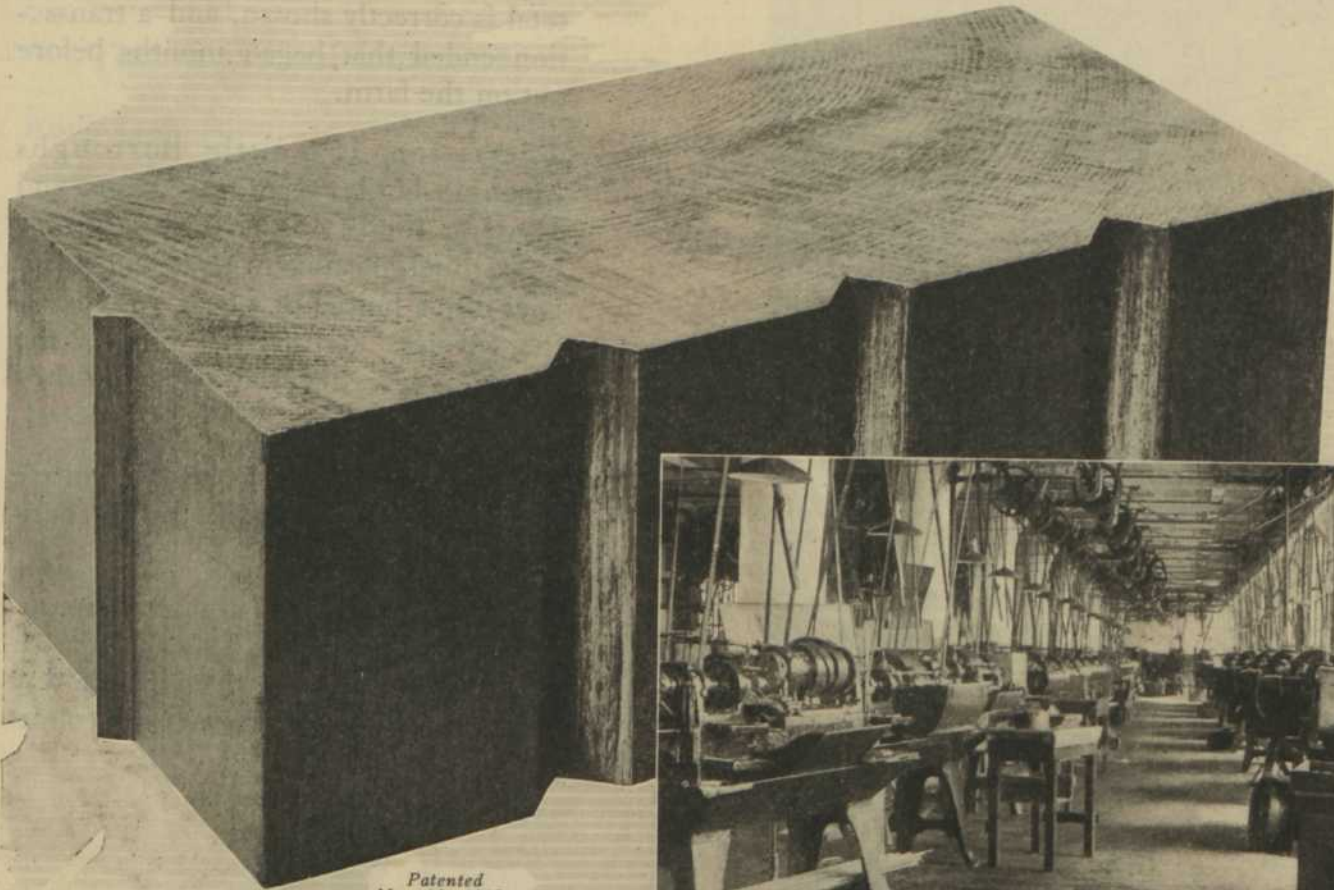
The four per cent Spanish loan of \$1,656,000,000 pesos has been five times oversubscribed. The subscription through one bank was for the whole issue of bonds.

(Continued on page 50)



# KREOLITE WOOD BLOCK FLOORS

## Outlast the Factory



Patented  
May 13, 1913  
May 6, 1919



Kreolite Wood Block Floor in one of the departments of the Yale and Towne Manufacturing Company, Stamford, Conn.

## Solving the Floor Problems of a Nation's Factories

**I**N Kreolite Wood Block Floors industry has found the permanent solution of its floor problems.

Kreolite Floors are fast replacing all other types of flooring on account of their permanence and peculiar suitability to all kinds of conditions. They are resilient, quiet, warm and comfortable under foot. They are not affected by intense heat and are acid resisting.

*Our staff of trained technical engineers have made successful installations over worn floors without interfering with production.*

When laid, Kreolite floors become a permanent part of the factory. For they are made to endure.

**B**Y our patented process, the blocks are first thoroughly impregnated with Kreolite Preservative Oil, then laid with only the tough end grain exposed to wear.

The exclusive Kreolite design leaves an opening between the grooved blocks. When filled with Kreolite pitch, a permanent binder is formed which keeps out all moisture.

Kreolite Wood Block Floors are especially adapted for use in machine shops, foundries, warehouses, loading platforms, paper mills, tanneries, stables, etc.

The Yale & Towne Mfg. Company, makers of the famous Yale products, has 19,000 sq. ft. of Kreolite Floors in use.

**H**ERE is what they have to say about their reason for using Kreolite Wood Block Floors.

"Our reason for using Wood Block in the new building was to protect the reinforced concrete floors from the disintegrating effects of cutting oils used in connection with automatic machinery."

Our factory floor engineers are always at the disposal of manufacturers and others facing floor problems.

Our book on Kreolite Factory Floors contains valuable information. It will be mailed upon request without obligation.

**The Jennison-Wright Company, Toledo, Ohio**

Branches: New York, Chicago, Philadelphia, St. Louis, Boston, Cleveland, Detroit, Toronto and other principal cities



# From the Grower of Grain



WHEN the retail grocer or the baker passes the loaf to the housewife, another little item goes down on the adding machine slip, the total is correctly shown, and a transaction ended that began months before out on the farm.

There, too, is a little Burroughs Machine busily recording items and figuring totals. It tells the farmer how much fertilizer, seed and labor goes into a bushel of wheat. It checks the invoices and freight bills of the farmer's raw materials and finished product.

For nowadays the farmer is more than a grower of grain, he's a business man.

Only thus can he and the retailer continue to make a living and furnish bread to the people. And all the way between farmer and retailer are count-

Adding—Bookkeeping—Calculating Machines  
**Burroughs**

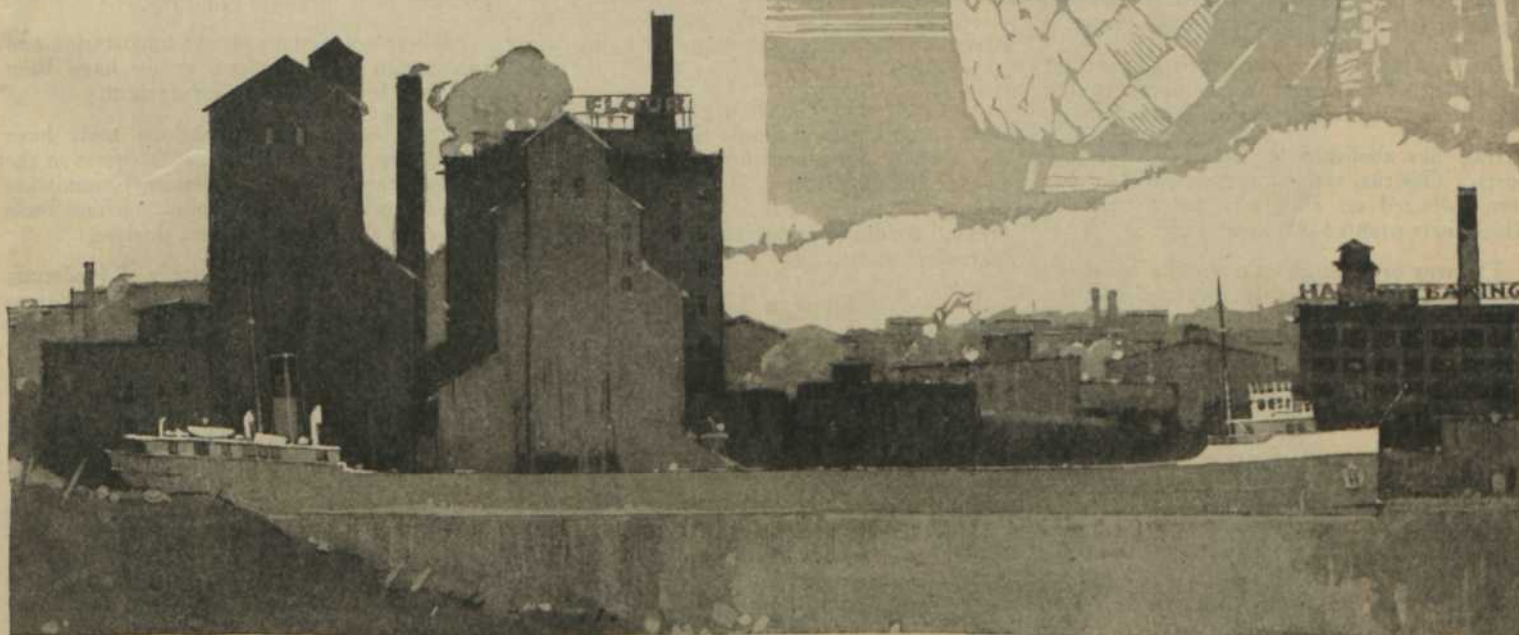


# to the Buyer of Bread

less figure operations by elevator men, railways, commission houses, jobbers and others who play their part in the greatest of all industries—the feeding of the world.

## The A B C of Business

Adding, Bookkeeping and Calculating keep business wheels turning. Every figure job is a Burroughs job, and for every figure job there is a Burroughs. Automatic Accuracy alone has the speed and reliability that is absolutely essential to economy in twentieth century business. Thus everywhere more and more business men are turning over to Burroughs Machines the responsibility for all that comes under the head of "add, subtract, multiply and divide," knowing that it adds to their profit and reduces cost to the consumer.



Adding—Bookkeeping—Calculating Machines  
**Burroughs**



Provision for a government monopoly of gasoline importation which would yield annual revenue of seven million dollars is asked of the French Chamber of Deputies by the Minister of Finance.

A general license has been issued by the British Government authorizing all persons to import and deal in goods owned by residents in Germany which are or were at the outbreak of war on board enemy vessels now in possession of Allied and associate governments.

The British Government is setting aside five million dollars to conduct a search for petroleum in the United Kingdom. A million dollars has been appropriated to stimulate flax production, principally in Ireland.

The Japanese match industry received a great stimulus during the war. New markets were found in the South Seas, in India, and in North America. Most of the business was secured at the expense of Sweden which was handicapped because it was not able to obtain sticks from Russia.

A restriction of twenty-five per cent in sugar acreage in Java has been imposed to increase the output of rice. This move has reacted advantageously to the Japanese sugar industry.

Realizing the severity of future foreign competition, especially from America, the milling industry of the United Kingdom has started a technical education campaign to improve the efficiency of workers. The United States Congress seems reluctant to appropriate money for industrial training in this country.

The British Motor Trading Corporation, with a capital of ten million dollars, has been formed for the supply and repair of automobiles. The concern will open large depots in the principal cities and will carry immense stocks of spare parts for every make of car.

The Australian Government is considering the lifting of war restrictions placed on the issue of new capital some three years ago.

Italy has abolished the special tax on exports. This tax, termed a concession tax, has been collected on all goods under embargo which were granted an export license.

The war brought about a serious reduction in the amount of livestock in Italy, and the government is trying to find means of improving the situation. It is said that large quantities of frozen beef must continue to enter Italy for a number of years to make up for the deficiency.

Americans kick on high prices but the Swede is paying about 270 per cent more now than before the war for the things he uses. Prices in Sweden are said to have risen higher than in any other country.

With the closing of the fair held in March of this year, the manager of the Lyons, France, Sample Fair decided that hereafter two fairs will be held annually, one in March, as heretofore, and one in October.

Edinburgh University is establishing a school of accounting and business methods. A sum of seventy-five thousand dollars has been raised as an endowment fund. Funds are in prospect also for a lectureship in commerce.

The British Government has extended the period during which demobilized soldiers and sailors may receive unemployment funds.

A syndicate to handle the entire supply of nitrogen produced in Germany will be created by the German Treasury in view of opposition by the Reichstag to a commercial monopoly.

The German-Austrian Government has under consideration a plan for making coffee a state monopoly.

Canada's war debt totals \$1,950,000,000 or \$220 per capita. Pensions will amount to from thirty-five million to forty-five million a year.

The Norwegian Industrial Association will shortly begin activities to unite all industries in Norway for the safeguarding of their own interests. The Association's program embraces social reform, commercial policy, taxation, legislation, etc.

Carranza plans a national centralized railway system for Mexico, and has asked the Mexican Senate for authority to construct three lines to tap undeveloped regions of the country.

Brazilian trade journals say the Brazilian textile industry is passing through a serious crisis. Manufacturers have been unable to sell their output at a profit and have been compelled to reduce their working forces.

Japanese banks are planning to operate branches in the principal cities of Brazil.

The British Ministry of Munitions is offering for sale great quantities of linen purchased during the war.

Japan came very near to a wool famine during the war and the country has taken steps to encourage sheep raising.

Japan has determined to become independent in her steel supply and, among concerns already engaged in this industry, the Oriental Steel Company, incorporated for twenty-five million, has begun turning out its products.

Although there is an urgent need for at least three hundred thousand new houses in the United Kingdom, little has been done toward building them. The private builder finds prices so high that he cannot build under present conditions, and the government has been slow to act.

### Foreign Trade

**B** RITISH free trade advocates are extremely active now. They declare that in the past, free trade enabled the British to build up a credit and financial ascendancy which no one could dispute and that the former policy should be continued.

May exports fell off more than one hundred million from the record of April, according to the Department of Commerce announcement.

San Francisco Chinese merchants, importers, and distributors have extended the boycott against the Japanese, it is said, by refusing to accept merchandise from the United States and other countries if shipped in Japanese vessels.

A comprehensive report on international trade in footwear has been prepared by the Bureau of Foreign and Domestic Commerce. A study of the markets during the normal period before the war will enable the manufacturers to plan for the time when abnormal conditions growing out of the war disappear.

The German toy industry has retained a hold on the toy trade in neutral countries despite the war. Prices of German toys have risen on an average as high as 100 per cent and in special instances as high as 300 to 400 per cent. Some kinds of toys, especially those that require textile products, have for some time been unobtainable from German manufacturers.

An excellent market for American varnishes in Italy is reported by Consul B. Harvey Carroll at Naples. Varnish stocks in Italy are said to be low. Most of the supply in former years was furnished by Germany.

Argentina's foreign trade for the year 1918 amounted to \$1,261,633,349 United States currency. Exports reached the highest mark ever had in that country both in quantity and value. The trade balance in favor of Argentina is the highest thus far attained.

German dye interests barred from France and England look to America and China for the disposal of a large surplus output manufactured during the war, according to reports of the Chemical Foundation appearing before a Congressional committee.

The War Trade Board is considering applications now for licenses to ship foodstuffs to Latvia and Lithuania.

Applications for licenses to export pharmaceutical products and medical accessories generally will now be considered provided the particular commodity to be shipped cannot be procured in Germany, according to a War Trade Board announcement.

The Imperial Commercial Association has been formed in London. Its first object is to safeguard British trade and British traders wherever their interests are assailed and to promote their interests generally.

All war restrictions on the importation and exportation of American goods have been abolished by the Cuban Government.

British importers of machine tools have placed large orders with manufacturers in the United States. The Liquidation Commission is endeavoring to sell surplus machine tools owned by the Army to these dealers.

Cablegrams relating to supply of foodstuffs to Germany are accepted now for all destinations in Germany when such messages are otherwise unobjectionable.

Manufacturers seeking foreign trade can read with profit the report of Consul Wilbert L. Bonney of Rosario, entitled "American Department Stores to Capture Argentine Trade."

The United Kingdom is again permitting the importation of cheese.

Cuba is described by Vice Consul John L. Griffith at Santiago as a good field for American manufacturers of saddles.

Italian spinners are now authorized to buy cotton afloat or lying in bales in warehouses in Italian ports provided that the total quantity of cotton purchased remains within the limits already established for importation of cotton into Italy.

The Post Office Department has resumed mail relations with Trentino, Southern Tyrol, Trieste, Fiume, and Dalmatia, except for parcel post packages.

(Continued on page 53)



## Unbiased Advice on Boxes

WE manufacture boxes—corrugated fibre, solid fibre, wooden (made up or knocked down), wire bound, hinge corner—a box for every need—freight, express or parcel post shipment.

Our recommendations are unbiased because we manufacture *all* types of boxes. We advise the use of the box which will render most efficient and economical packing service.

Our own standing timber, lumber camps, sawmills, veneer mills, paper mill and box factories assure the production and prompt delivery of the box best suited to your purpose.

In the development of boxes the Chicago Mill and Lumber Company has made a study of every kind of package. That there is a best box for every purpose has been clearly demonstrated. Consult us on your packing problem. We co-operate with you in the selection of the right package for the economical conduct of your shipping department.

**CHICAGO MILL AND LUMBER COMPANY**

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CHICAGO, ILL.

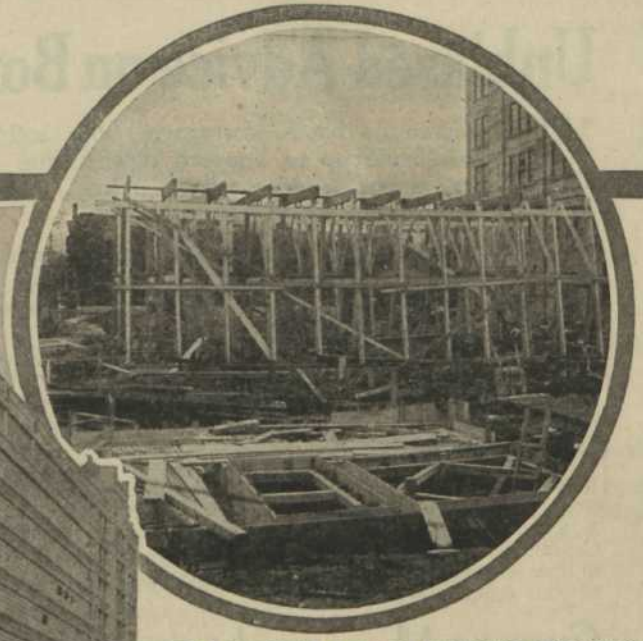




# WELLS BROTHERS for Construction



N. MAX DUNNING ARCHITECT, CHICAGO.



APRIL 11 1916 FORMS STARTED TORONTO.



JULY 1<sup>ST</sup> ROOF FINISHED

## Confidence—And Repeat Orders

We had just closed a cost-plus-fixed-fee contract with The Robert Simpson Company, Limited, for the mail-order warehouse at Toronto, illustrated above. Mr. H. H. Fudger, President, remarked: "Mr. Wells, my directors are greatly pleased to place this work in your hands. We now feel that *we* can forget it."

We had built their branch mail-order house at Regina, Saskatchewan, under severe time

limitations and Mr. Fudger knew that we would work wholly in their interests and unfailingly deliver within cost and time limits. We are now at work on another warehouse for them at Halifax, Nova Scotia.

Your coming building operations entrusted to us will be handled with the same care and efficiency.

Write for our booklet, "Building Within the Estimate."

## Wells Brothers Construction Co.

Builders—914 Monadnock Building, Chicago



The Russian Soviet Government has asked the American Cotton Association, formed in New Orleans recently, for bids to supply half a million bales of cotton at an early date to mills in Moscow.

The first formal complaint against an American manufacturer for unfair methods in foreign trade has been issued by the Federal Trade Commission. It involves a condensed milk company exporting to Mexico. The complaint alleges that the company used misleading labels intended to make Mexican purchasers believe its product was manufactured in Europe.

"A new effort in Pan-American commercial relations" will result from the recent Pan-American Commercial Conference held in Washington, according to an announcement by the Pan-American Union. Delegates to the number of eleven hundred and eighty-one participated in the conference.

Australian coal exporters are bidding for the Philippine market. They are offering their product at a much lower price than Japanese dealers who heretofore have held a monopoly.

American safety razor manufacturers have captured from the Germans the razor market in Trinidad. The British are about the Americans' only rivals.

A warning has been issued by the Forestry Service to American lumber and wood-using industries that the exportation of American lumber on a large scale likely to result from the European demand will seriously deplete supplies needed for the home market.

The belief that German dyes in large quantities are being smuggled through Switzerland into the United States has caused a tightening by the War Trade Board on all licenses and a careful investigation of all imports.

Seventeen thousand English manufacturing and producing concerns have formed an overseas organization to aid exporters of English goods and importers of raw materials.

Newspaper dispatches say that it is possible to get manufactured steel from the United States delivered at British ports at a cost of from fifteen to twenty dollars a ton under British prices.

### Shipping

THE Shipping Board is assigning to steamship owners whose vessels are still under requisition tonnage of an amount equal to that retained by the government. This approximates about 170,000 tons.

Chairman Hurley, of the Shipping Board, announces plans for extending shipping service between the United States and Latin America. The United States, he says, intends to compete fairly with other countries, that vessels flying American flags will carry not more than fifty per cent of products, and that this will give all Latin-American countries full opportunity to make use of their ships.

In the first ten days of June, one hundred thousand deadweight tons of shipping were redelivered to the United States Shipping Board, bringing the total redeliveries since last December to two and one half million deadweight tons.

The Shipping Board has opened offices in New York for the sale of ships owned by the Emergency Fleet Corporation. Prices will range from \$210.00 to \$225.00 a ton.

Twelve wooden ships constructed for the government during the war have been sold to the Nacirema Steamship Corporation of New York for \$5,400,000.

German shipbuilding companies doubled during the war, and capital invested in shipbuilding enterprises increased ninety-six per cent.

America was not alone in shipbuilding troubles. The British Minister of Shipping admits that shipyards at Chepstow on which the government spent one hundred million dollars have not launched a single vessel.

### Construction

A PLAN for creation of a million dollar corporation to build homes for sale on time payments to men working for wages or salaries has been approved by the St. Louis Chamber of Commerce.

The State Highways Department of Pennsylvania is receiving bids for construction of one hundred and seven miles of modern highway to cost between four million and four million five hundred thousand dollars.

American firms are said to have received contracts for reconstruction work in Rheims, Nancy, and Soissons totaling two hundred million francs.

At the request of the Department of Agriculture, the War Department is returning from France a large quantity of engineering equipment to be sent to the various states for use in the construction of highways. The equipment includes about fifteen hundred tractors, about four hundred road rollers, a large number of concrete layers and other machinery.

More than one-quarter million deadweight tons of shipping was released by the Army in June to American and foreign owners and to the Shipping Board.

Southern shipping and commercial men are urged by the Shipping Board to take a more active interest in the ownership of overseas vessels as a means of promoting prosperity. Commissioner Donald of the Shipping Board points out the vast commercial advantage the South would obtain through southern ownership of ocean-going tonnage.

A fleet of nineteen of its new steel vessels was sold by the Shipping Board on June 16 and 17 to seven firms of shipowners for a total price of slightly less than twenty-eight million dollars.

Norwegian shipowners have settled with the United States Shipping Board for a sum of \$34,500,000, claims having to do with the American Government's requisition of twenty-seven Norwegian vessels.

More than three hundred and fifty American ships are plying between Atlantic and Gulf ports and foreign countries now, the Shipping Board announces. Six ships are sailing regularly to the West Coast of Africa, nine to China and Japan, six to Australia, New Zealand and New Guinea, thirteen to the Mediterranean and Southern European ports, one hundred to the West Indies, twenty-four to the East Coast of South America, and fifty to Northern European ports.

A new line of ships will be started soon between Philadelphia and Hamburg, Germany. A new line, also, will be established at Philadelphia for shipping to South American ports.

Japan will build this year more than one hundred ships of approximately six hundred thousand tons. This includes about two hundred thousand tons to be built for the United States. In view of the drop in the value of tonnage, some shipping concerns in Japan are trying to cancel orders given to shipyards.

### Transportation

LONG and short haul rates were the subjects of hearings before the Senate Committee on Interstate Commerce in June. The bill before the committee would abrogate the right now granted to the Interstate Commerce Commission to permit the charging of a lesser rate for a long distance than for a shorter included distance, thus requiring the absolute application of the long and short haul principle in all cases without any exceptions.

Director General Hines tells Congress that the railroads should be required to return to the government as rapidly as possible \$775,000,000 advanced for improvements and equipment.

Director General Hines has requested all railroad employees to practice the strictest economy in the use of railroad supplies and equipment, and to increase the efficiency of their work to keep the government's losses under the present operating deficit as low as possible.

### Industry

SEVENTEEN million yards of cartridge cloth which can be processed and offered to the American public as silk fabric suitable for dresses and household use will be sold by the War Department.

Conditions in the automobile industry throughout the Northwest are better than they have been before in the history of the industry, and the demand for trucks is unprecedented, according to the manager of a large automobile company.

The Director of Sales has arranged with trade associations whereby these organizations, acting as agents of the government, will dispose of the War Department's large stocks of blue denim at current prices.

The Army's surplus canned meat supply, it is announced, totals more than 142,000,000 pounds. It will be disposed of to the highest bidder.

The country's breweries are being transformed into cold storage plants, packing houses, ice factories, canneries, creameries, etc., according to the *Monthly Labor Review* published by the Department of Labor.

The great demand abroad for hides and shoes will advance prices another twenty per cent by next Fall, according to the New York Retail Shoe Dealers' Association.

A warning to buy coal now has been issued by Dr. H. A. Garfield. If coal is not purchased early, Dr. Garfield declares, the miners will not have steady work and a serious situation will be brought about next winter.

Navy contracts for public works under the jurisdiction of the Bureau of Yards and Docks might be made the subject of special adjustment by the Secretary of the Navy, under a provision carried in the naval appropriation bill for the fiscal year ending June 30, 1920.

A licensing plan for controlling imports is proposed by the Alien Property Custodian as a means of protecting the American dye industry against the German dye trust.





*This photograph shows some of the conditions under which a Goodyear Solid Tire ran 100,123 miles on Bus 205 operated by The Fifth Avenue Coach Co., New York City. Applied May 20, 1910. Removed March 6, 1919. It served continuously on the same wheel between these dates*

Copyright 1919, by The Goodyear Tire & Rubber Co.

**GOODYEAR**  
AKRON



# A Fifth Avenue Veteran of 100,123 Miles

---

**"OUR records show that a Goodyear Solid Tire on Bus No. 205 delivered 100,123 miles of continuous service. We have never heard of another mark as high as this. It is certainly creditable, since our service conditions thoroughly test truck tire stamina. Two more of our Goodyear Solid Tires may reach this figure—have traveled in excess of 99,000 miles each, thus far."**  
—George A. Green, Chief Engineer, The Fifth Avenue Coach Co., New York City

---

**T**IME after time some Goodyear Solid Tire has outdistanced all the tire mileage figures which have been made a matter of public record.

The latest mark is the extraordinary total of 100,123 miles reached by a Goodyear Solid Tire on Bus 205 belonging to The Fifth Avenue Coach Company, New York City.

Yet it is questionable if even this mileage will stand long as the top score, since other Goodyear Solid Tires in the same duty have passed 99,000 miles, at this writing, and appear headed for much higher scores.

In any event the prime significance of this 100,123-mile record does not exist merely in the fact that it undoubtedly represents the longest mileage attained to date by a rubber tire.

Rather do we attach equal importance to another feature: that this and the additional extremely high mileages noted here have been delivered in service of an exacting nature.

The double-decked Fifth Avenue Busses average approximately 1,000 starts and stops each day, which require about 3,000 gear changes—all producing heavy strains on tires.

The record-breaking Goodyear Solid Tire endured close to three years in this work, traveling a distance equivalent to four times around the world.

At the end of its long career, during which it was never removed from the wheel, this tire's tread rubber was  $1\frac{3}{16}$  inches thick and still remained in a remarkably well-preserved condition.

The original cost of the tire was \$45.82, and no repair charges were added to that sum; consequently it is evident that the champion Goodyear served at the lowest tire-mile cost ever recorded—which was four *one-hundredths* of a cent.

Observe now that there are 43 more Goodyear Solid Tires in the same service which are running up unusual mileages, twenty having gone 25,000 to 40,000, ten 40,000 to 60,000, seven 60,000 to 70,000 and six 70,000 to 80,000.

Of course, mileages approaching the lowest of these are exceptional and seldom are obtained except where truck tires are watched diligently and their strength is properly conserved.

Therefore the high averages reported by The Fifth Avenue Coach Company do more than contribute to the mass of proof that bespeaks the powerful qualities of Goodyear Solid Tires.

They also focus important attention on the Goodyear methods of tire inspection and care adopted by this user and employed by hundreds of Goodyear Truck Tire Service Stations spread over the continent.

THE GOODYEAR TIRE & RUBBER COMPANY, AKRON, OHIO

---

# TRUCK TIRES



The government has on hand two million dollars worth of platinum which it will dispose of at a minimum cost of \$105 an ounce.

Cotton consumption in the United States for the ten months ending May 31, was 4,783,319 bales as against 5,509,209 bales for the corresponding period of the previous year. Cotton on hand May 31 in combing establishments was 1,390,865 bales against 1,793,295 bales last year, and in public storage and at compresses, 3,450,944 bales against 2,404,223 bales in 1918.

Mexican white pine, it has been discovered, is admirably adapted to the manufacture of paper.

A proposal that the plan of stabilizing the price of sugar adopted during the war be continued for another year has been suggested in the Cuban Chamber of Deputies. It is suggested that seven cents a pound for raw sugar is a fair price.

Some twenty-five thousand supply contracts for military requirements outstanding at the signing of the armistice have been suspended in whole or in part. If completed, these contracts would involve an expenditure of more than six billion dollars.

Hearings on the proposed rules and regulations for grain warehouses under the United State Warehouse Act have been held in fifteen cities.

A consolidation of seven large packing companies under the name of the Allied Packers, Incorporated, has been perfected, according to newspaper reports. The output of the new concern will be the sixth largest in the country ranging next to the so-called "Big Five."

The Omsk Russian Government will place orders in the United States for \$164,000,000 of military supplies for the Kolchak armies.

### Business Organization

**T**HE Texas Chamber of Commerce has been organized. The Associated Industries of Texas, with a membership of four hundred and an annual revenue of four thousand dollars, joined as a body. Representatives from nearly every local chamber of commerce in the state attended the organization meeting.

An automobile trip for the sons of members of the Chamber of Commerce was recently conducted at Rochester, N. Y., by the Sons of Members Committee. The purpose of the trip was to acquaint the boys with the community in which they live.

The Fire Prevention Committee of the Spokane Chamber of Commerce recently had three hundred Boy Scouts witness a fire fighting demonstration with the idea of impressing on them the importance of cleanliness and other preventative measures.

A proposed traffic ordinance has been compiled by the Niagara Falls, N. Y., Chamber of Commerce and presented to the City Council and Mayor. The ordinance sets forth regulations governing motor vehicles, horses and pedestrians while driving or walking on the streets.

The retail merchants division of the Elyria, Ohio, Chamber of Commerce has adopted the name "Better Business Group" to emphasize the importance of cooperation in all matters which make business better for the whole community.

The membership of the Florence, Ala., Chamber of Commerce has been increased to 1,125 as a result of a membership campaign.

The Springfield, Mass., Chamber of Commerce conducts a continuous membership solicitation under the direction of a standing membership committee. Every three weeks a group of twenty pairs is appointed which works on two hundred prospects furnished to the group.

There has been formed at Valparaiso an American Chamber of Commerce for the purpose of promoting trade relations between Chile and the United States. Most of the American firms in Valparaiso are supporting the new organization and it is receiving support also from many Chilean firms.

Merchants of Kobe, Japan, have formed a Philippine Society to promote trade with the Philippines and to establish closer relations generally. Japan's trade with the Islands is increasing rapidly.

The Associated Dress Industries of America has been organized by a group of leaders in the American dress industry. The organization is headed by Carl Shulhouf, of one of America's leading firms in the women's dress industry.

### Labor

**P**OWER to oust from the organization all labor unions displaying tendencies regarded as "unhealthy" has been given to the Executive Council of the American Federation of Labor by the membership of the Federation.

The Midvale Steel and Ordnance Company at Philadelphia will spend eight million dollars for reconstruction work at various plants in establishing a pension system for employees and in executing a plan to help employees own their own homes.

The Building Trades of the Federation of Labor have agreed to join with the National Association of Builders' Exchanges, the American Builders' Association, the National Institute of Architects, and the Building Trades Employers' Association in creating a National Board of Jurisdictional Awards.

The Standard Oil Company of Indiana is adopting an industrial relations plan carrying with it provisions for annuities for employees and giving employees a voice in matters pertaining to relations with their employers.

The labor surplus in the United States jumped from 227,777 for the week ending June 7 to 241,046 for the week ending June 14. Reports were received from one hundred cities.

A proposal for a national conference for the consideration of industrial problems and the adjustment of differences between capital and labor has been made in a resolution introduced in the House of Representatives. It would provide that the President be authorized to call a national conference.

A reconstruction program designed to "bring to all people greater hope for a better day, a brighter life, greater liberty, and a larger degree of happiness" has been adopted by the American Federation of Labor.

Restriction on immigration from Europe for a period of three years is recommended by the American Federation of Labor.

Representatives of the international unions cooperating in the packing industry have

agreed to continue the present agreement between the packers and the President's Mediation Commission for a period of one year after the end of the war.

An American woolen company has taken out blanket insurance policies on its thirty-five thousand employees for about twelve hundred dollars each.

The Brotherhood of Locomotive Firemen and Engineers has voted to eliminate alien labor from competition against American workmen in positions occupied by members of the Brotherhood.

The Northern and Middlewestern States will be confronted with a serious labor shortage soon, according to Ethelbert Stewart of the Department of Labor, who has been investigating the departure of aliens from the United States.

The British Government's Labor Exchanges now include four hundred offices and twelve hundred branch offices with a personnel of twenty thousand.

A committee of twenty-four presidents of international labor unions interested in organization of workers in the steel industry are launching extraordinary efforts in the great steel producing regions of the country.

The Metal Trades Department of the American Federation of Labor declares itself in favor of a forty-four hour week with no overtime pay.

Demands for increased wages, better working conditions, have been presented to the Shipping Board by the Seamen's Union.

Statistics compiled by the Department of Labor show that 88 per cent of industrial accidents are due to man failure and that of thirty-eight million working men and women in the country, seven hundred thousand each year lose limbs or are laid up for an average of four weeks each, entailing a loss to wage earners of fifty millions dollars.

Workers in the chemical industry in England are asking for a six-hour day. The Chemical Employers' Federation replies that a six-hour day would involve an increase of 33 per cent in the cost of production which would do away with any chances of obtaining a greater export trade. Chemical workers during the war in England received wage advances of 140 per cent.

The Senate has passed a bill providing for vocational rehabilitation through federal aid of persons injured in industry. Under the proposed law the federal and state governments would cooperate in supplying funds.

A movement is in progress in England to amalgamate a number of large trade unions affiliated with the National Federation of General Workers.

### Taxes

**S**UBDIVISION 3, of Section 900, of the Revenue Act, exempts from tax sales of tires, inner tubes, parts or accessories to a manufacturer or producer of automobiles, motorcycles, tires, inner tubes, parts or accessories. That the sale may come within the exemption of the statute the manufacturer must have in his possession at the time the goods are shipped an order or contract of sale with the certificate of the purchaser in writing attached showing that the goods are to be used by such a manufacturer.



# The Voice of American Business



The Voice of American Business is Carried by the Dictograph System of Interior Telephones.

More than 50,000 executives in the dominant organizations of the country issue orders, get reports and transact all immediate matters through this time-saving system of inter-communication.

From his desk, and without the use of ear piece or mouth piece, the Executive talks to the head of any department or to all of them in conference.

The loud speaker—an exclusive Dictograph feature—brings back his answer as clearly as though the men called were at his elbow.

Business that ordinarily would be hung up for hours is put through *at once*, the Executive's desk is kept clear of the hampering, time-consuming mechanics of business and his mind is free for the vision that is back of every great enterprise.

**A Few Representative Organizations of the Nation's Business that use the Dictograph because it "increases the efficiency of every man from the Chief down"—**

American Locomotive Co.  
American Sheet & Tin Plate Co.  
American Woolen Co.  
Buckeye Steel Castings Co.  
Burroughs Adding Machine Co.  
Carnegie Steel Co.  
Dominion Steel Foundry Co., Ltd.  
DuPont Powder Co.  
Fleischmann Yeast Co.

General Electric Co.  
International Paper Co.  
International Salt Co.  
Lackawanna Steel Co.  
National Tube Co.  
Thos. G. Plant Co.  
Singer Mfg. Co.  
Timken-Detroit Axle Co.  
U. S. Steel Corporation  
Upson Nut Co.  
Victor Talking Machine Co.  
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West Va. Pulp & Paper Co.  
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San Francisco Bulletin  
Sprague-Warner Co.  
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Virginia Shipbuilding Co.  
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*Write for "An Essay on Efficiency" or our new Booklet "AX."*

**DICTOGRAPH PRODUCTS CORPORATION,** C. H. LEHMAN  
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# Give a Thought to Pittsburgh

Tell your story to the people  
of the busiest city in the world  
in a way that's easiest to read  
and most impressive—USE

## Painted Bulletins *and* Illuminated High-spots

You will get *what* you want,  
*where* you want it

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G. G. O'BRIEN CO.  
Pittsburgh, Pa.

### Giving the Weather Its Dues

(Continued from page 38)

If there is a snowstorm with the cold wave railroad companies oil up their snow plows and make ready to keep their lines clear for traffic.

Wire companies do the best they can to prevent interruption to messages from broken poles and lines.

The natural ice manufacturer gets ready to let the weather handle his production problem.

Physicians use the forecast to rush susceptible patients out of town and into milder climates.

Street railway companies arrange for more heat in their cars—sometimes.

Storm warnings for mariners—the original purpose of the U. S. Weather Bureau—remains as one of its most valuable services. They are displayed at more than 300 points along the coasts and the shores of the great lakes. Sailings of smaller vessels are largely determined by the weather information the government furnishes. Warnings of floods along our great rivers enable the farmer to prepare his levees and to get out of danger with his family and his stock; at the same time his brother in the city whose store lies near the waterfront prepares for a possibly flooded basement and ground floor by moving things higher up.

#### A Worthy Investment

COME to think of it, the weather has become a pretty serious business. We must admit that there was some ground in the old days for the levity of the professional humorist. What has become of those predictions of the past that protected themselves with the wiles of the ancient oracles? This old classic, for instance:

"Fair tomorrow; possible showers."

The bold and definite prophecies of today are the result of twenty-seven years of hard work and keen observation. Weather prophecy has gone beyond the stage where a red sunset means fair tomorrow and thick corn husks foretell the approach of a hard winter.

It was not until 1871 that Congress was convinced that charting the vagaries of storms and temperature changes was a worthy investment for the people's money. The Weather Bureau was first intrusted to the Signal Service of the War Department. Its principal duty was storm warnings for sailors. The bureau was placed under the Department of Agriculture in 1891. During its twenty-seven years the personnel has grown from nothing to 6,000. A large number of these are crop and flood observers. Many of them receive but a small return for their work, and some of them receive none at all, doing their work as a contribution to the public good.

Since its beginning steady progress has been made in the precarious work of weather prediction. This has been largely due to the extension of the bureau's observations. Regular reports are now received all the way from the West Indies, where the dreaded hurricanes originate, to Alaska, which is a prominent exporter of cold waves.

Twice daily—at 8 a.m. and 8 p.m.—reports are received from cities and towns all over the United States, in Alaska and even in Canada. They tell of observations taken at exactly the same moment without regard to the artificial difference in time as shown on the clocks. The reports give temperature, barometric pressure of the air, velocity and direc-





## GF Allsteel Serves Business Day and Night

**B**Y day, the handsome GF Desks and Tables bear the problems of important affairs, and serve busy men in comfort, convenience and solid efficiency. The soundly built Filing Cabinets yield and receive their vital contents silently, smoothly and in orderly array.

**B**Y night, the batteries of Files, the Busses in the vaults, the GF Underwriters' Model Safes house their precious records and non-insurable assets in safety against the hazards of rodents and fire.

Let GF Allsteel serve you. The Allsteel line is a complete line and your needs can be covered with stock equipment. Allsteel representatives will show you how.

A request from you will bring the GF Allsteel Catalog.

**THE GENERAL FIREPROOFING CO.**



STEEL FILING EQUIPMENT—SAFES

OFFICE FURNITURE—SHELVING

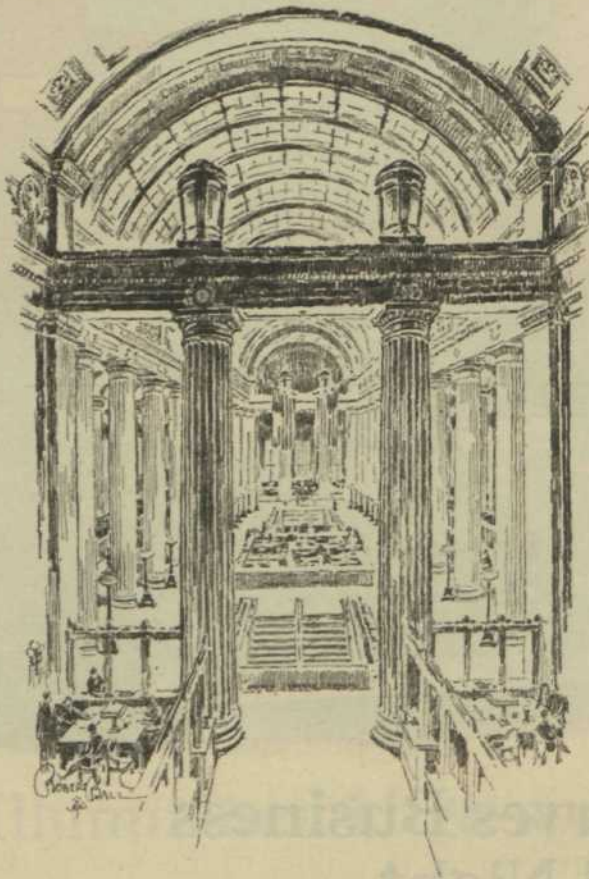
**YOUNGSTOWN, OHIO.**



NEW YORK — BOSTON — CHICAGO — WASHINGTON — ATLANTA — SEATTLE



# TRANSACT ALL FINANCIAL BUSINESS HERE



## *The* CONTINENTAL *and* COMMERCIAL BANKS CHICAGO

COMMERCIAL BANKING, FOREIGN AND DOMESTIC. SAVINGS. PERSONAL TRUSTS. CORPORATE TRUSTS AND CORPORATE AGENCIES. SAFE DEPOSIT. SAFEKEEPING FOREIGN AND DOMESTIC SECURITIES. INVESTMENT SECURITIES. FINANCING GOVERNMENT ISSUES. FINANCING INDUSTRIES, MUNICIPALITIES, RAILROADS AND UTILITIES

Continental and Commercial  
National Bank of Chicago  
Continental and Commercial  
Trust and Savings Bank  
CHICAGO, U. S. A.

tion of the wind, and condition of the weather.

These facts are put together on one large map. Completed they furnish the weather experts with a pretty fair bird's eye view of what's in the air over the country. From it they get the direction and velocity of storms, the center of the danger area, and conditions that are likely to follow.

Time is an important factor with elements that know no speed laws. Within two hours after the observations are taken the forecasts are telegraphed to the 1,600 principal distribution points. From there they spread by wire, mail, wireless, to practically every corner of the country. The forecasts are available to 5,500,000 telephone subscribers within an hour after they are issued. This system of distribution is under the supervision and mainly at the expense of the government. It is in addition to the further distribution through the press associations and daily papers.

The money saved to the United States through warnings of floods, storms and droughts is impossible of computation, but it runs far into the millions. Foreknowledge of a single hurricane was responsible for keeping safely in port vessels and cargoes worth over \$30,000,000. Three and a half millions were saved through a timely advance notice of one blizzard. Reports from a single small district in Florida showed that warning of a freeze saved \$100,000 worth of oranges and strawberries.

"These things are accomplished with warnings one and two days ahead. Think what we could save if we could chart the weather a week or ten days in advance!"

That is the end to which they are working. Scientists in other lines have accomplished things apparently as difficult. And the experts have reason to hope that one of these days we will be able to plan a picnic a week from today, serene in the assurance of the local weather man that the weather will be warm and cloudless.

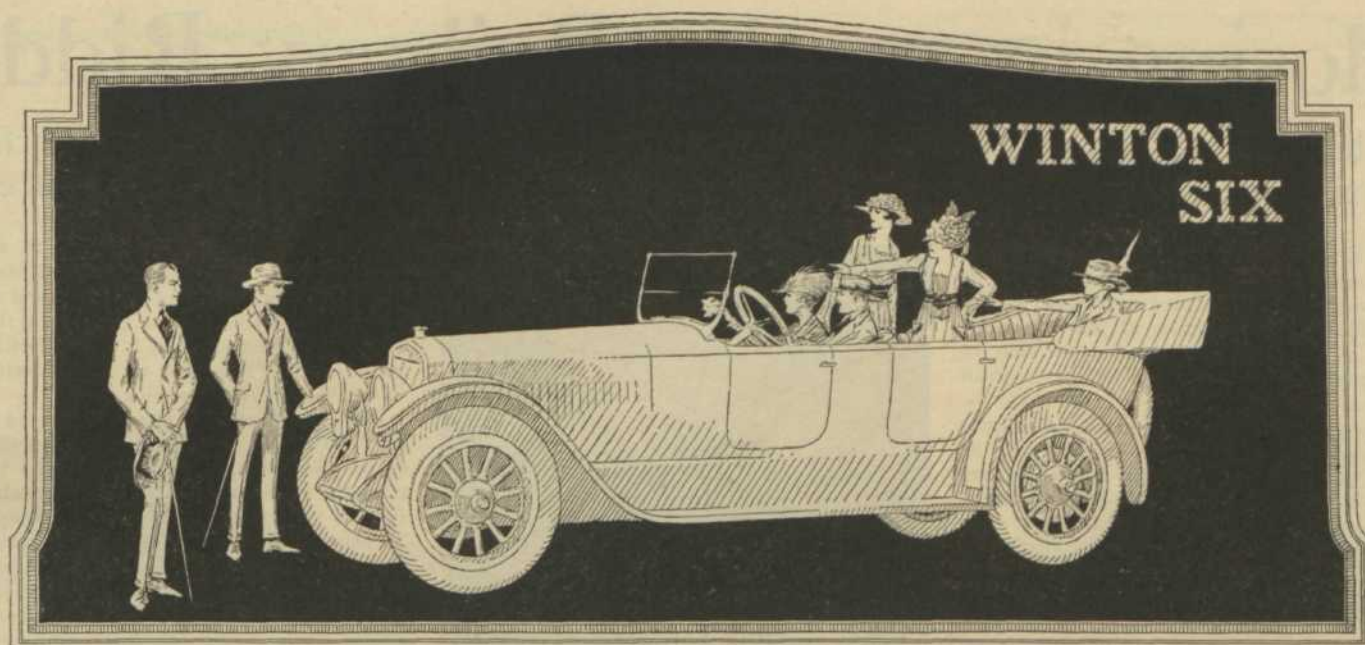
### To Speed the Mails

A DEFINITE promise of improvements in the postal service is seen in arrangements that have just been worked out between the United States Post Office Department and the Chamber of Commerce of the United States whereby leading commercial organizations of the country will co-operate with the department in working out extensions and betterments. Complaints of poor service have come from all parts of the country. Both the Post Office Department and the National Chamber are establishing in Washington committees which will work in co-operation with each other. Since about half of the country's mail is handled in some 50 of the leading centers the commercial organizations of these cities have been called on first to establish committees on postal facilities.

The local committees will start investigations of postal service, reporting recommendations to the local postmasters, who have been instructed by the Post Office Department to work with the committees. When mail service between two cities is involved joint committees will be created representing commercial interests, the postmasters and the division superintendent having jurisdiction over the mail route.

When the local committees and the postmasters reach conclusions for improvements over which either the Post Office Department or the Railroad Administration have jurisdiction reports will be made to the two committees at Washington.





## Coming August 1

*a most  
surprising  
new-style  
private  
car*

**R**APID getaway; wonderful pulling power at low engine speed; a range of 33 to 70 H. P. that masters the miles and breezes over hills; flexibility to meet every driving need; as steady as a clock, without chatter or side-sway; a charming bevel-edge body, picturing the freshest and most advanced motor car beauty; lounging-room comfort; in brief, a car that makes life more worth living because it multiplies your happiness—all this you will find in the very newest Winton Six. Ready August 1st. May we send you literature?

**The Winton Company**

735 Berea Road, Cleveland, Ohio

*Winton Oil Engines for yachts and motor ships, and Winton gasoline-electric light and power Generating Sets are manufactured by the Winton Company in a separate, splendidly equipped plant, devoted exclusively to these two products. Write us your needs.*



# Closing in on the Railway Riddle

The National Railroad Conference, representing all the interests affected by transportation, places before Congress the nearest approach to a comprehensive plan yet advanced

THE future of the railroads rests with Congress. There is no doubt that the roads will be returned to private hands, as the most casual canvass of public opinion reveals a striking amount of opposition to either government ownership or government operation.

Many plans for disposing of the lines have been presented. The plan that finally will be enacted into law probably will carry features of most of the plans that have been advanced and in all likelihood will constitute a composite plan. Legislation is framed that way. Its very purpose is to comprise insofar as possible the views of the many.

An unusual contribution to the efforts that have been made to solve the railroad problem has just been presented to Congress in the proposals of the National Railroad Conference. This conference, representing all the interests affected by transportation, was called together by the Chamber of Commerce of the United States and has been holding sessions since last December. Its conclusions represent the composite views of many of those who have advanced plans of their own and is the nearest approach to a composite plan as yet brought forth.

## An Unusual Contribution

IN calling the conference the National Chamber realized that the railroad problem was one which for a proper settlement must have the attention of all interests concerned. It was not a question for railroad men to decide. It was not a question for business alone. It was a question for all elements that go to make up the country.

The Chamber set about finding a way to bring together all of the interests affected in the hope that a common ground might be reached as a basis for remedial legislation. The result was the transportation conference, which has just ended its sittings and presented its report. The conference comprised in its membership prominent men representing commercial and industrial, agricultural, financial, labor, governmental, transportation, economic, civic and social divisions. At five meetings each lasting two days, covering a period of more than six months, the conference held twenty-two general sessions and numerous sessions of sub-committees appointed to report on special phases of the transportation problem.

All of the important plans that have been proposed for the solution of the railroad problem were presented to the conference either in the form of printed documents or by speakers who addressed the meetings or took part in the discussions.

This conference can well be called an unusual contribution to legislative effort. If Congress follows its recommendations it probably will come very near meeting the wishes of the various interests of the country with respect to a solution of the railroad problem.

At meetings of the Conference the shippers' and manufacturers' point of view was presented by Walter S. Dickey, of the W. S. Dickey Clay Manufacturing Company, of Kansas City; Edward J. Frost, Vice-President William Filene's Sons Company, Bos-



ton; George A. Post, President Standard Coupler Company, New York; Charles E. Lee, of Ford, Bacon and Davis, Consulting Engineers, New York City; W. W. Salmon, President of the General Railway Signal Company; Charles S. Keene, Vice-President of the American Tobacco Company, and Frederick J. Koster, President of the San Francisco Chamber of Commerce.

The measures in which farmers of the United States are interested were outlined by H. C. Stuart, Chairman of the National Agricultural Advisory Committee; R. L. Munce, President of the Pennsylvania Good Roads Association, and Eugene D. Funk, of Funk Brothers' Seed Company, Bloomington, Ill.

Important financial aspects of the railroad problem were discussed by Paul M. Warburg, formerly Vice-Governor of the Federal Reserve Board; Harry A. Wheeler, Vice-President, Union Trust Company, Chicago; Nathan L. Amster, President of the Investors' Protective Association of America, and Luther M. Walter, General Counsel of the National Association of Owners of Railroad Securities.

The views of labor were presented by Frank Morrison, Secretary; Henry Sterling, Legislative Representative, and Martin Ryan, of the Railroad Employees' Department of the American Federation of Labor; and those of

the Railroad Brotherhoods by A. B. Garretson, President of the Order of Railroad Conductors; W. G. Lee, President, and W. N. Doak, Vice-President, of the Brotherhood of Railroad Trainmen, and S. E. Heberling, International President of the Switchmen's Union of North America.

Director General Hines appeared before the Conference twice and explained the plans of the Railroad Administration and his own personal views in regard to the desirable solution of the railroad problem. Commissioner Winthrop M. Daniels, of the Interstate Commerce Commission, and President Charles E. Elmquist, of the National Association of Railroad and Utilities Commissioners, presented their views and participated actively in the deliberations of the Conference.

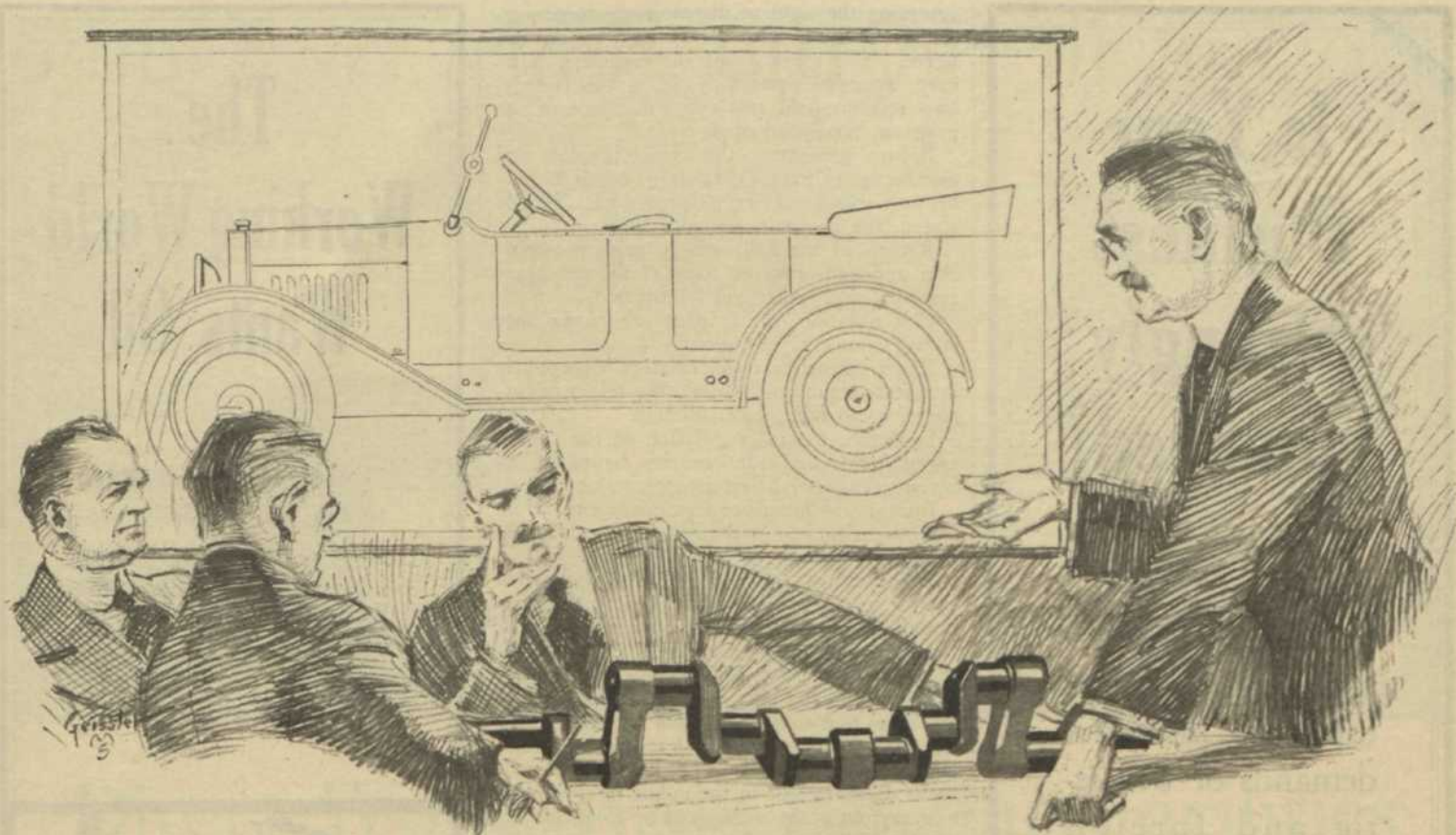
The plans proposed by the Railway Executives' Association and by leading individuals among the executives were outlined by Daniel Willard, President of the Baltimore and Ohio Railroad; S. T. Bledsoe, General Counsel of the Atchison, Topeka and Santa Fe Railroad, and E. G. Buckland, President of the New York, New Haven and Hartford Railroad; the views of the electric railway men by P. H. Gadsden, chairman of the Committee on National Relations of the American Electric Railway Association, and W. V. Hill, Manager of the Washington office of the Association, and those of the advocates of highway transport development by John T. Stockton, President of the Joseph Stockton Transfer Company, Chicago.

The economic aspects of the problem were discussed by E. R. A. Seligman, Professor of Economics, Columbia University; Emory R. Johnson, Professor of Transportation and Commerce, University of Pennsylvania; W. Z. Ripley, Professor of Transportation, Harvard University; John R. Commons, Professor of Economics, University of Wisconsin; Henry W. Farnam, Professor of Political Economy, Yale University, and Frederick A. Cleveland, formerly Chairman of President Taft's Commission on Efficiency and Economy; and the civic and social aspects by R. G. Rhett, formerly President of the Chamber of Commerce of the United States; Alexander W. Smith, of Atlanta, Ga., formerly President of the Georgia Bar Association; Judge F. C. Dillard, of Sherman, Texas; and Charles P. Neill, Chairman of Board of Adjustment No. 1, United States Railroad Administration, and formerly Commissioner of Labor under the Roosevelt administration.

## Common Ground to Stand On

THE Conference gave careful consideration to the various plans presented with a view to developing a program of remedial railroad legislation that would include the most desirable features of each plan combining them with new features proposed by the Conference itself into a consistent harmonious whole. Some of the representatives of the railroad brotherhoods and a few of the other participants listed above attended only one or two meetings of the Conference for the purpose of presenting their views, and did not take part in the resulting action. Others attended all of the sessions and voted on all questions brought before the Conference, occasionally





## "On the Crankshaft We Will Work with the Anderson Engineers."

There is observable a growing tendency in the automotive industry to work out crankshaft design and specifications in co-operation with Anderson engineers.

This is especially marked in the case of those well established manufacturers whose experience allows them a full appreciation of the importance of the crankshaft in automobile, truck and tractor operation.

At a recent conference, over a significant forthcoming automotive development, the crankshaft question was quickly disposed of by the announcement "On the Crankshaft We will work with the Anderson Engineers."



ANDERSON FORGE & MACHINE COMPANY, DETROIT,  
—U. S. A.—

# Anderson Drop Forgings





# Is Your Business Strongly Financed?

THERE is big business ahead for industrial enterprises with sufficient capital to meet the demands of domestic and foreign trade.

High grade, going manufacturing concerns, with dividend records and ample assets, may obtain additional capital from us.

We purchase outright for cash first mortgage bond issues in amounts of \$250,000 upward.

Ask us to explain the *Straus Plan* to you.

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ESTABLISHED 1882 INCORPORATED

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Thirty-seven Years Without  
Loss to Any Investor

reserving the right to dissent from some particular decision with which they could not agree. The majority of the members, however, attended practically all of the twenty-two sessions held and voted in favor of the program finally adopted.

Before presenting the complete plan and discussing its main features in detail it may be well to summarize its provisions. Briefly stated, the program provides for:

Return of the railroads to private ownership and operation as soon as the necessary remedial legislation can be enacted.

Consolidation of existing railroads into strong competitive systems.

Requirement that all carriers engaged in interstate commerce subject themselves as corporations to federal jurisdiction.

Exclusive federal regulation of the capital expenditures and the security issues of all carriers engaged in interstate commerce.

Interstate Commerce Commission to retain its present powers and to be given additional powers over rates.

Creation of a Federal Transportation Board, to promote the development of a national system of rail, water and highway transportation; to pass upon the public necessity for capital expenditures; to regulate security issues; to administer and enforce the measures that may be adopted for strengthening and stabilizing railroad credit; to determine the grouping or consolidation of railroads deemed to be in the public interest; and to carry out plans authorized by Congress for merging all railroads engaged in interstate commerce into strong competing systems.

Adjustment of the wages and working conditions of railroad employees by boards consisting of equal numbers of representatives of railroad employees and railroad officers, with the Federal Transportation Board as referee.

## Credit for Our Biggest Business

ADOPTION by Congress of a plan for the stabilization of railroad revenues and credit by means of:

Enactment of a statutory rule providing that the rate structure established by public authority shall be designed to yield a net return of six (6) per cent. per annum upon the aggregate fair value of the property of the roads in each traffic section of the country, such fair value to be determined after due consideration of both physical value and earning power.

Use of the aggregate property investment accounts of the railroads as the fair value of the property for rate making purposes pending the completion of the valuation now being made by the Interstate Commerce Commission.

Creation of two kinds of contingent funds—an individual railroad contingent fund established by each road to support its own credit; and a general railroad contingent fund maintained by contributions from all prosperous roads, managed by trustees appointed by the Federal Transportation Board and used to support the credit of all of the railroads of the country. Any excess in the general railroad contingent fund above \$750,000,000 is to be used for the general development of the transportation system of the country.

Creation of a railroad reserve fund administered by the Federal Transportation Board to facilitate the prompt stabilization of railroad credit; and loan of \$500,000,000 to this fund by Congress as soon as the railroads are returned to their owners; the loan to be used, if necessary, in making ad-

# The Working World Wants Oil

"Every barrel of oil added to the world's daily production means Power added to the great effort now necessary to re-establish the industries of the world."



We MAKE the machines that DRILL the wells that PRODUCE the oil that the WORLD needs.

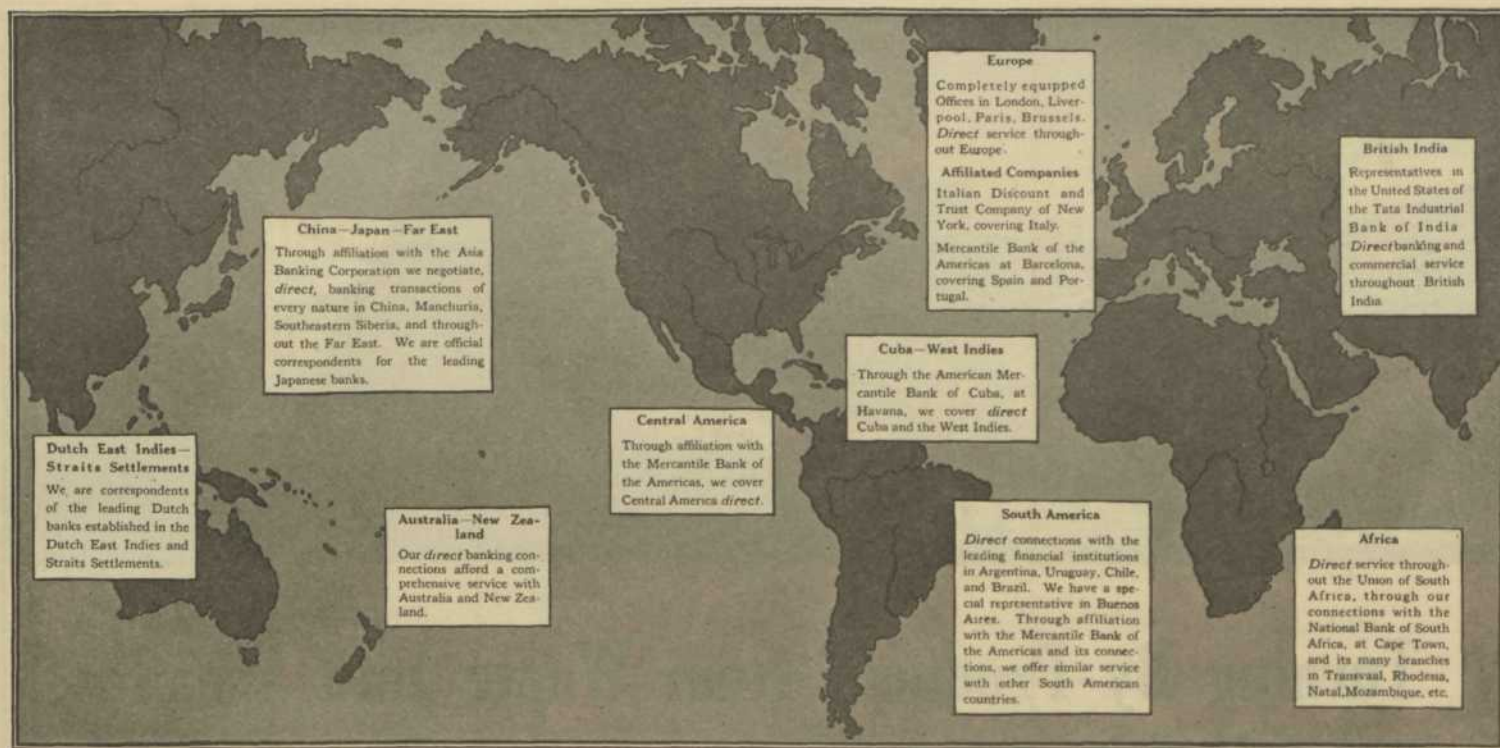
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## Direct World-Wide Banking Facilities for World-Wide Business

THE Guaranty Trust Company of New York—with offices in New York, London, Liverpool, Paris, and Brussels, and affiliations and connections with leading banks throughout the world—offers a direct and comprehensive foreign banking service for trade with all countries.

In addition to these complete facilities for the handling of export and import transactions, the Company offers, through its Foreign Trade Bureau, *specific* commercial information, by interview or by mail, regarding foreign markets, credits, trade policies, financial and economic conditions, shipping facilities, export procedure, etc. It endeavors to bring into touch buyers and sellers here and abroad. Its facilities are at the disposal of those interested.

We invite inquiries regarding the most economical and practical methods for financing and developing foreign business.

We shall be pleased to send our booklet, "BANKING SERVICE FOR FOREIGN TRADE," which describes these facilities and services in detail. A list of the various other publications of this Company relating to foreign trade will be sent on request.

# Guaranty Trust Company of New York

New York

London

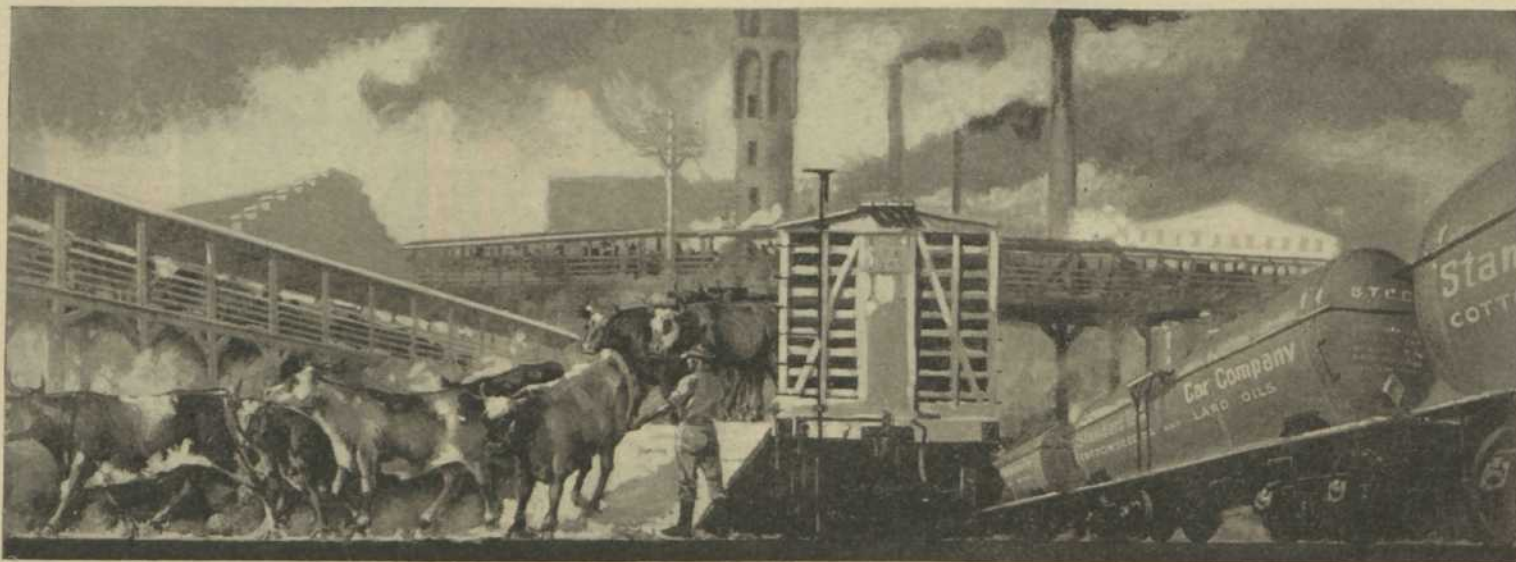
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Paris

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Capital & Surplus \$50,000,000 Resources over \$700,000,000





## Turning By-Products from Waste Into Wealth

*"Throughout the past 30 years of rising prices, the packers, by handling more live stock and by eliminating waste, have steadily reduced the spread between the price of cattle and the price of beef."*

This is where the service of the tank car to the packer and the public comes in. Tank cars are the carriers of oils and fats—formerly waste by-products of the stock yards—to the makers of compound foods, soaps and multiplied other industries.

An investment in Standard Tank Cars minimizes the chances for delayed deliveries and assures the return of cars with all the speed that almost indestructible construction can facilitate.

## Standard Tank Car Co.

Woolworth Bldg, New York

ST. LOUIS  
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Works:  
Sharon, Pa.

CHICAGO  
Peoples Gas Bldg.

### Send for this valuable book

"All About Tank Cars," 1919 edition, a complete guide for tank car users. Data includes all the detailed and general information lessees and owners should have for the most economical operation of cars. Mailed postpaid to any addresses on receipt of price. \$5.00

# Standard Tank Cars

A TANK CAR AN HOUR



vances to the general railroad contingent fund, and to be repaid with interest from moneys contributed by the railroads to the general railroad contingent fund.

Determination and announcement by the Federal Transportation Board of the grouping or consolidation of railroads deemed to be in the public interest; and authorization for the Board to require such consolidations if they shall not have been effected or well advanced within a period of five years after the Board has declared them to be desirable.

Organization of the Board of Directors of each consolidated railroad system with twelve members of the Board—one to be a representative of the employees of the system nominated for such position by the employees, and three to be selected by the Federal Transportation Board to represent the principal interests involved in the territory served.

### The Fourth Dimension

(Continued from page 10)

ify by its looks. An American naturally asks, 'What will a thing do?', while the Peruvian mind as naturally asks, 'What will it look like?' The only people in Peru who are wealthy enough to afford the discomfort of a closed car in this country where it never rains are the very wealthy. Every closed car, therefore, is a 'lujo' and pays twenty per cent."

"Well, isn't that stupid now, I ask you?" the agent fumed. "I'm not trying to cheat the Peruvian government. You know that. My cars are not 'lujos,' they're 'alquileres'—and I can prove it! Say, Mr. Attaché, can't you do something?"

The attaché professed his willingness to do all he could and put on his hat. Both men went to the customs house at Callao. The attaché interceded with the collector of the port. That dignitary held aloft both arms and said with eloquent finality: "Those cars are enclosed; they are lujos. That is all, senores."

The Americans appealed to the Director General of Customs. "Enclosed cars are lujos, senores." There was nothing doing there. On then to the Junta de Arancel, or Board of Customs Appeals in Lima, with a formal protest. "The Arancel, senores, serves the ends of perfect justice and will do everything it can, especially for the United States commercial attaché, for whom it has the highest and most distinguished respect." Whereupon it retreated behind closed doors.

Coming out perspiring and weary after a few days, it submitted a paralyzingly official document ornamented with seal and ribbon to the attaché. The substance was this: "We will reverse the decision of the customs officer and allow ten per cent, because the American protestante, whose cars we admire, did not understand; but a closed car is a lujo."

Several days later the attaché chanced to pass the garage and repair shop of the Ford agent. Stepping in, he was dumbfounded to see the agent in machinist's jumpers, covered with grease, on his back on the floor beneath the dismantled chassis of one of the new town cars, and beside him the venerable figure of the chief judge of the Arancel, watching the performance with great curiosity. When the judge had gone, the agent explained his presence.

"You see," he said to the attaché, "I told the old gentleman that he ought to change his customs classification. I argued that since my

## Commercial Service

Through our Commercial Service Department, in connection with our Buenos Aires Branch and numerous correspondents throughout the World, we are prepared to supply to merchants and manufacturers reliable information regarding trade conditions in foreign countries; and to aid them in obtaining satisfactory foreign representatives.

You are invited to make use of our facilities.

## The First National Bank of Boston

Capital, Surplus, and Profits, \$27,865,000

Resources . . . Over 220,000,000

Branch at Buenos Aires, Argentina



# COAL or

Coal or cargo — how can America's merchant marine reduce its consumption of the one and increase its capacity for the other?

This is a question of first importance to every designer, builder and operator of ships, to every banker, business man and manufacturer whose eyes are turned to foreign markets in the great "war after the war," upon which the world has entered.

For the success of American business and of the shipping industry in this epic struggle will depend to no small extent upon the speed and economy with which the raw materials of manufacture can be brought from far shores, and products labeled "Made in America" transported across the seas.

Here again Westinghouse is able to be of great assistance both to the individual ship-builder and operator and to the nation at large, through its development, to a stage of proved dependability and superior efficiency, of the *marine steam turbine with floating-frame reduction gears*.

Largely as a result of this development, the turbine is fast superseding other forms of power generating apparatus at sea as it has so widely supplanted them on land.



# Westinghouse

STEAM TURBINE MARINE EQUIPMENT



# CARGO ?



One of the reasons for this—and there are many—is that Westinghouse Geared Turbines effect remarkable savings in coal consumption with far-reaching benefits both direct and indirect.

The saving in fuel is from 10 to 25 per cent over the highest type of reciprocating engine—the accepted form of drive until the turbine arrived.

This means not alone vastly reduced fuel cost, but far-reaching additional benefits.

Costly bunker-coal space is turned into profitable cargo-carrying space.

Many boilers are eliminated, cutting the weight and cost of machinery, and providing still more room for cargo.

Reliability is increased, operation and control made easier, vibration and all its disadvantages largely overcome.

The dependability of Westinghouse Geared Turbines is shown by their long service in various kinds of vessels.

They are in use on more than 80 ships, some of which have covered 150,000 miles or more in the past three and a half years. These vessels include warships, passenger liners, cargo-carriers, oil-tank ships and others.

WESTINGHOUSE  
ELECTRIC & MANUFACTURING COMPANY  
East Pittsburgh, Pa.



# Westinghouse

DOUBLE-REDUCTION GEARS FOR VESSELS





## Gone are the days

Couriers on horse-back were good enough in '61 but they gave place to despatch bearers on motor cycles when Pershing flattened the St. Mihiel salient in forty-eight hours.

Castor oil, salts, mineral waters, pills and such purgatives were good enough in their day. To-day they are giving place to Nujol.

Nujol is entirely different from drugs as it does not force or irritate the bowels.

Nujol prevents stagnation by softening the food waste and encouraging the intestinal muscles to act naturally, thus removing the cause of constipation and self-poisoning. It is absolutely harmless and pleasant.

Nujol helps Nature establish easy thorough bowel evacuation at regular intervals—the healthiest habit in the world. Get a bottle from your druggist today.

**Warning:** Nujol is sold only in sealed bottles bearing the Nujol Trade Mark. All druggists. Insist on Nujol. You may suffer from substitutes.

**Nujol Laboratories**  
STANDARD OIL CO. (NEW JERSEY)  
50 Broadway, New York

# Nujol

TRADE MARK

## For Constipation



runabouts and delivery trucks and town cars all had exactly the same engine and chassis, it was unfair to tax the town car as if it were a Rolls-Royce. Ford cars are for use, not looks, I told him. Well, he was open-minded about it and most politely asked if he might attend while I assembled a town car. I think he expected to find some jewel bearings in it. I managed to defame it into its proper class all right and he admitted that it wasn't much for machinery."

"But what did he say about the classification?" asked the skeptical attaché.

"O, he kept saying the same thing: 'If it has a closed top it is a lujo.'"

The judge and the agent had run into the fourth dimension.

When it comes to building up a world trade of the painless and permanent variety, it takes an Englishman to handle the job—or so it would seem. Sociologists tell us that the British Empire is founded on open-mindedness. If a tea buyer in India reports the discovery there of polygamy, England, however Puritanical she may be, doesn't exclaim: "Shocking, most shocking, sir. Dispatch a regiment at once." Instead she asks: "Do the extra wives interfere with the production and sale of tea? If not, send along the tea and forget the polygamy."

### An Endless Dialogue

AN interesting and rather unfortunate instance of conflict between British and American usage in international trade occurred not long ago in Australia. And a certain export firm in Pittsburgh is still wondering whether it may not yet be very much out of pocket for being new in the business.

Stratton, Hall & Co. of Melbourne had just received their bill of costs from the Eagle Chemical Company of Pittsburgh. They gave one look at it, dropped their cigars, and fell back in their chairs, stunned. "Total \$29,300." That's what the bill said. Five thousand barrels of chemicals at \$2.50, total \$12,500—they expected to pay this, and perhaps some small extras due to war conditions, but \$29,300! Holy kangaroo!

They saw that the extra seventeen thousand odd was explained as cartage three times at a dollar a barrel, two separate storage charges, insurance for thirteen months, and cooerage and other minor assessments. Yes, there was a courteous letter, too, which explained everything. The chemicals had been shipped from Pittsburgh when ordered thirteen months ago. The war was on, there were no ships, and the goods had to be held until the armistice released some shipping. "We regret this unfortunate happening very much but—"

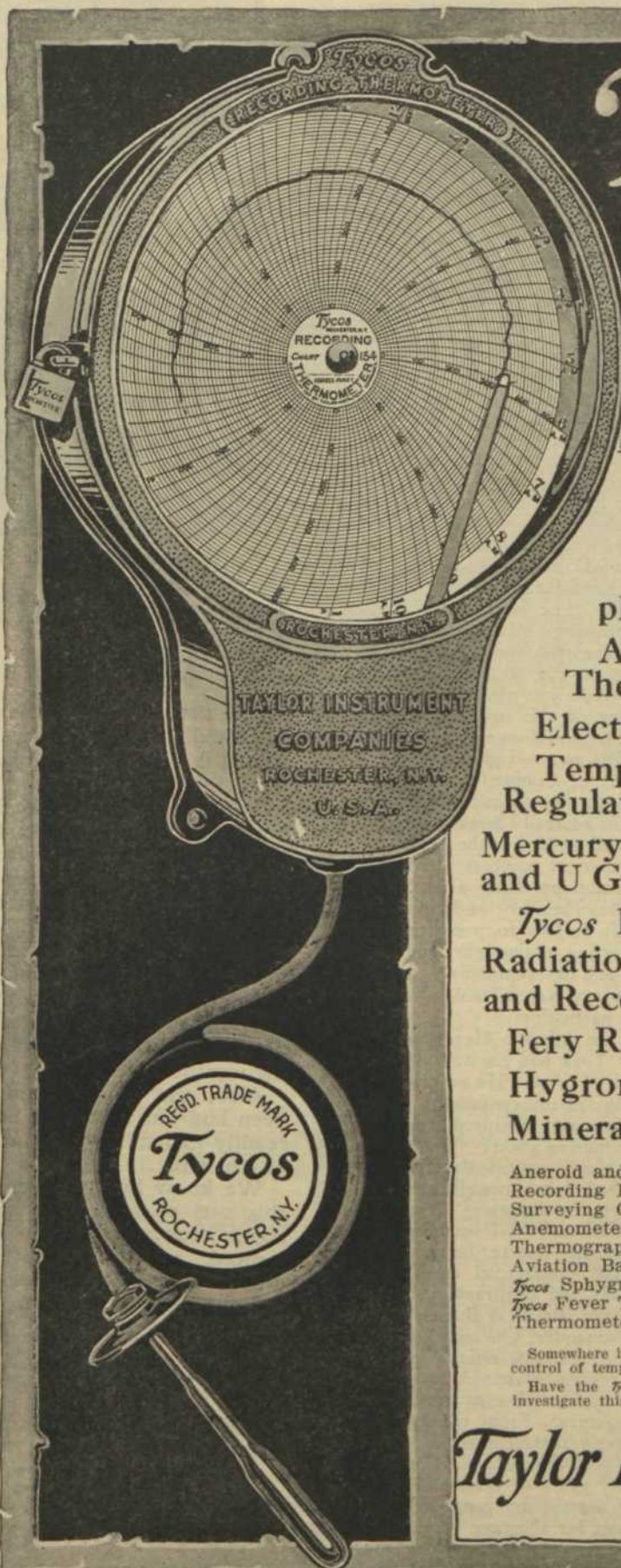
"Regret hell," interrupted the manager, "what do the bills of lading say? And the order cables!" Stratton, Hall & Company dove for the safe and the letter file. Both bills of lading and cables coincided: "Ship f.o.b. New York."

Muttering bearded oaths about "those clever Yankees in New York," Stratton, Hall & Company dashed off a cable to the chemical firm: "Can't accept extra charges, order reads f.o.b. New York, please send revised bill."

Well, that began a seven thousand mile dialogue by cable and letter that is still on. And high government officials in Washington are dictating memoranda to each other about it without being able to get much further than the parties in the case.

What does "f.o.b. New York" mean? Stratton, Hall & Company are sure of themselves. They have British precedent behind them—and what more could anybody want?





# Tycos

## TEMPERATURE INSTRUMENTS

*Indicating · Recording · Controlling*

Recording and Index Thermometers for all industrial and laboratory applications.

Angle and straight stem Thermometers.

Electric Contact Thermometers. Temperature, Pressure and Time Regulators.

Mercury Column | Vacuum, | Pressure and U Gauges.

*Tycos* Base Metal, Rare Metal and Radiation Pyrometers (Indicating and Recording)

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Mineral Oil Testing Instruments

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Anemometers and Air Meters  
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Thermometers for industrial and household use

Somewhere in your plant you are perhaps incurring losses that vigilant control of temperature would eliminate.

Have the *Tycos* catalogs, literature, etc., handy to refer to when you investigate this feature. A post card brings them.

**Taylor Instrument Companies**  
ROCHESTER, N.Y.

*There's a Tycos or Taylor Thermometer for every Purpose*



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MONTREAL.....	BRISTOL
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## ROUND THE WORLD TOURS

THROUGH BOOKINGS  
TO ALL PRINCIPAL  
PORTS OF THE WORLD

SCHEDULES ON APPLICATION  
21-24 STATE STREET, NEW YORK  
OR BRANCHES AND AGENCIES

The Eagle Chemical Company of Pittsburgh replies: "F.o.b. New York means delivered in New York and cannot mean free on board ship unless the original order specifically so states. These extra charges resulting from delay in New York therefore are a liability of the buyer's. He took the risk, not we."

And so there you are. The exporter's Bible, Hough's "Practical Exporting," says—alas, why didn't we read him before? "It is uncertain whether f.o.b. means on the vessel or simply delivery to the point mentioned. The matter should be cleared up. It is best in all cases to add specifically the word 'vessel' if that is intended."

## A Difference of Opinion

THE lawyers have had their turn at it, too. After grubbing in considerable libraries, they reappeared to say: "There are no cases adjudicated on this question since 1917 and all those before this date concern a local and not international use of the term. There is therefore no precedent for the case at issue." The cases buried in the books seem to indicate that when an American says f.o.b. he is thinking of a train and that when an Englishman uses the phrase he is thinking of a ship. Say "All aboard!" to an Englishman and he'll look around for a dock. The fundamental, "ancient" American meaning of f.o.b. seems to be this: "There, I've carted your stuff to the siding, but it's up to you to haul them off when it arrives." Now you put a tremendous ocean port in place of this usual other city and have some chemical-hungry Australians seven thousand miles away—I give it up.

The Department of Commerce at Washington, which is better known in South America as an arbitrator of trade disputes than it is in this country and could give the League of Nations a few practical pointers along this line, received an emotional letter from Senor Roderigo Fernandez, President of Fernandez, Quesada Cy. of Rio de Janeiro, presenting his respects and protesting against the "indifference, carelessness, and unscrupulousness of the merchants of the proud Republica del Norte." And he went into particulars.

He stated that the Atlantic Merchandising Company of New York had cheated him out of \$550 gold worth of crepe. He ordered and received twelve cases of this commodity. The bolts, on being taken out, measured from one to one-and-a-half meters short! Worse: he had preferred a claim against the Atlantic Company, but it had "unequivocally declined to entertain any claim for damages." It was all a very unhappy affair and Sr. Fernandez was patently not only wholly sincere; he was hurt.

The chief of the commercial attaché division grabbed cable and telegraph pads and started in. From the attaché at Buenos Aires he learned that Fernandez, Quesada Cy. was one of the strongest and most reliable importing firms on the eastern coast. A report secured from the Consul at Rio confirmed all of Sr. Fernandez' charges. From the Department of Commerce's representative in New York he learned that the Atlantic Company had behind it sixty years of honorable dealings in diversified lines of dry goods and that it refused the claim for shortage because the crepe had been measured by infallible machines in the shop of the Knickerbocker Dyeing Company from whom the crepe was originally procured. Incidentally, Mr. John Wallace, export manager of the Atlantic Company, remarked that he was "through with those South Americans." He too had become emotional over the episode. "I know their cheap game," he declared to the government



All Light and well Ventilated



The covered material storage yard

## Good Foundry Design

The new foundry of the Consolidated Press Company, built by us, is a striking example of good foundry design.

The arrangement of the floors is especially convenient; there is plenty of light and ventilation, and equipment for mechanical handling of materials has been amply provided, without overdoing it. A covered material yard, with bins, elevated track, and crane service, is a feature which reduces handling costs, no matter what the weather.

Also, the whole plant has been laid out so that it can be readily expanded, without loss of efficiency.

We know how to carry out this sort of good foundry design, because we are experienced, practical, and thorough. Our clients will back us up in this statement.

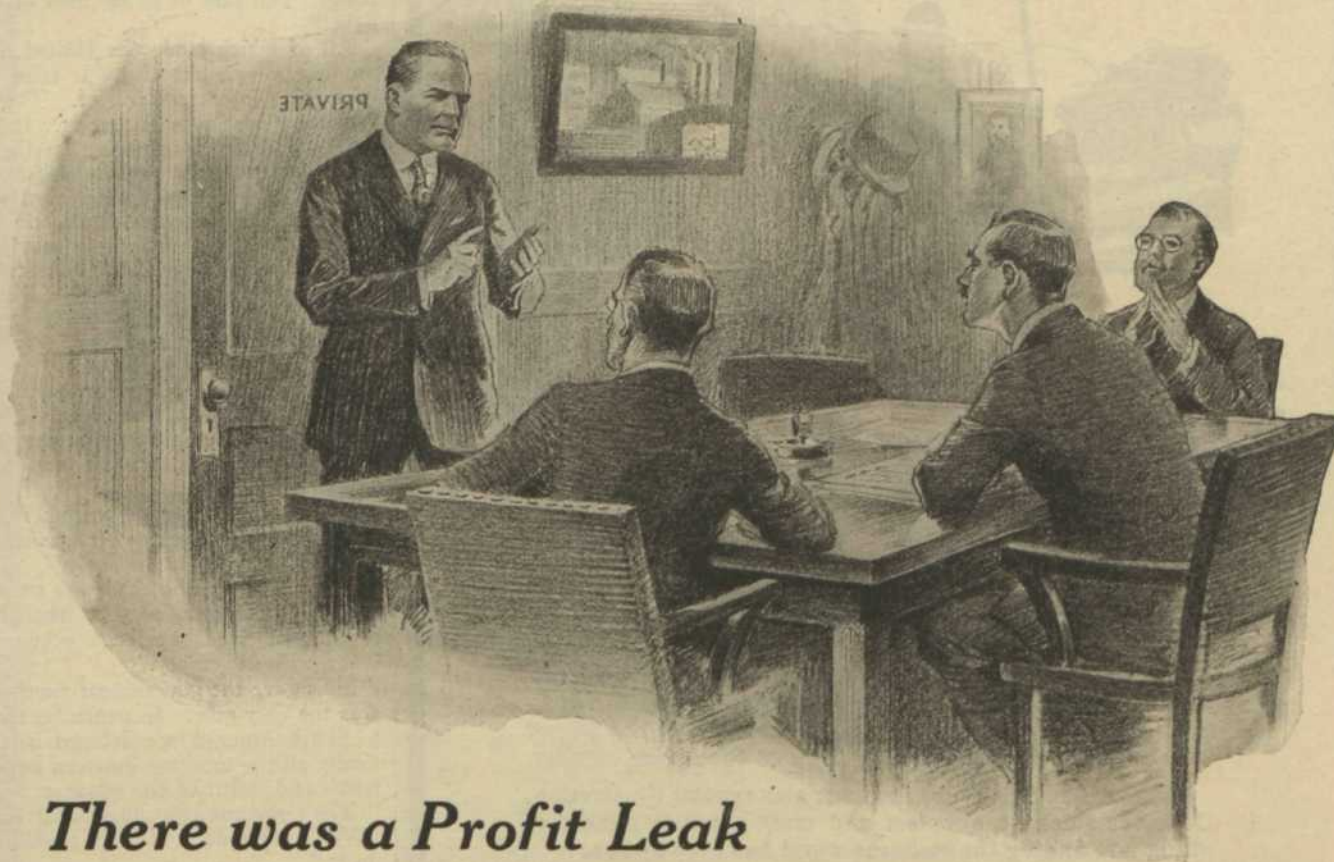
Send for our booklet, "The Modern Foundry." It will give you an idea why far-seeing executives get us to work for them.

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CHASE,  
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## INTERNATIONAL TIME RECORDERS



### *There was a Profit Leak*

So they called in the Plant Manager.

He surprised them by saying unhesitatingly, "If there's a leak, it's in our timekeeping system."

"Our checking methods are reliable for all other matters," he continued, "but with the old-fashioned, manually-controlled time-keeping which we inherited from the previous management I can never be sure on any payroll that we are not losing money which should go into profits."

Summing up, he said, "The only safe solution of modern time-keeping problems lies in a guaranteed mechanical system. We humans err and forget—a perfected mechanism can't."

## INTERNATIONAL TIME RECORDERS

meet all requirements of just such situations as this. They are automatic. They take the uncertainty out of time-keeping and insure that each payroll will be **RIGHT TO THE CENT** for services received.

Internationals clearly print each

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representative, with a vindictive gesture at an unoffending map of South America on the wall: "that gink down there has lost his market, is over-stocked, and thinks I'll fall for this complaint. So he takes it to the government, wants to start a war or something. Tell him to go on with his war. I'll fight!"

All of which made the United States government very sorrowful. It tried absolutely everything it could think of. The claims of both men were proved correct. It found that there had been no pilfering on the ship: the boxes and end seals were unbroken on arrival. The goods were identical, proved so by their numbers. The crepe was short. The crepe was not short. And there it was!

Weeks passed. Mr. Wallace and Sr. Fernandez were rolling up their sleeves for a legal battle, a hopeless outlook, and with Brazil's new President just then being received at the White House!

But one day the government hatched a bright idea: Why not cross-examine the dyer? This it did and discovered that the crepe would shrink if it got wet, especially in a high temperature.

"Well," asked the government, now excited, "would it shrink if it was merely moist and hot?"

"Certainly. The threads are twisted before the cloth is woven so that when it is moistened a decided shrinkage occurs. This is what makes it crepey."

This gave the government another idea. It was too easy now. It remembered that ships to South America are deluged in rains practically all the time for fourteen hundred miles north and south of the equator.

The government questioned the dyer. "Would that do it?" "It couldn't help but do it."

In this case the error in the fourth dimension was finally removed. The two great merchants got satisfaction, but they never got back that "sweet innocence of suspicion" of each other which they once had. Hatred always leaves its residue of poison. That is the saddest thing about these little fourth dimension tragedies of trade. And they could be duplicated to monotonous repetition. In order to eliminate them we must eliminate the things that keep honest, friendly men apart.

Swindlers, second-story financiers, and bus-caneer traders we have with us always, like the poor; but it is not alone by eliminating them that we will make the true course of world business run smoothly. They are in the vast minority. There are fewer of them everywhere, be their skin or speech of whatever variety, than the cynics would believe.

Like home trade the great bulk of foreign trade must be conducted, not by written contracts or by lawyers, but by gentlemen's agreements. Such agreements can survive every situation except the impasse of the fourth dimension. However, great and ramifying and "soulless" become our mighty works of commerce, they will still be run by human beings, and when one of them is prevented from feeling that the other fellow is much the same square, friendly son of his mother as he is himself is just so much sand in the gear-box of world peace.

Mexican concessions for oil exploitation are not transferable under a ruling of the Mexican Department of Industry and Commerce. Concessions will be declared null for the following reason, according to El Pueblo: "For the transfer of this contract or any of its concessions to any foreign government or to admit it as a partner, etc."





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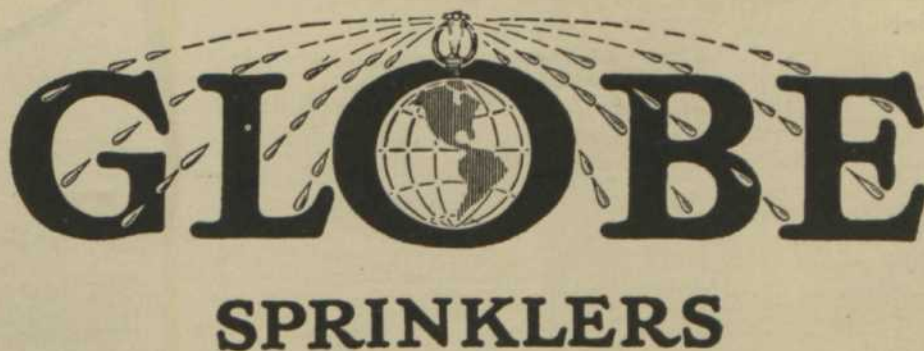
We do not pass the entire responsibility for its correct maintenance along to you. Our engineers will watch your Globe system as closely as it watches your building. Let us send you complete information on this new idea in Sprinkler Service.

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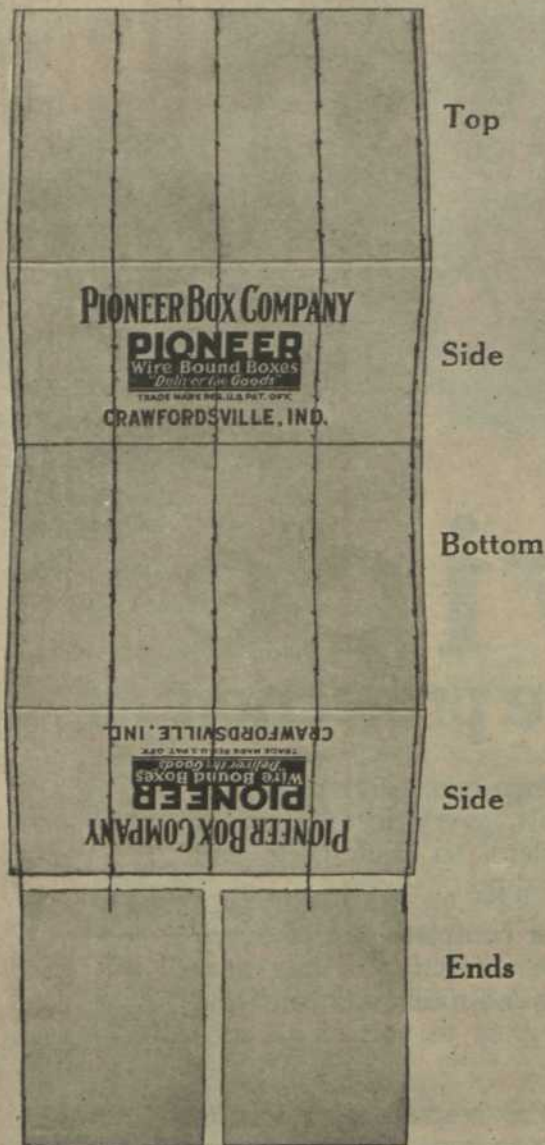
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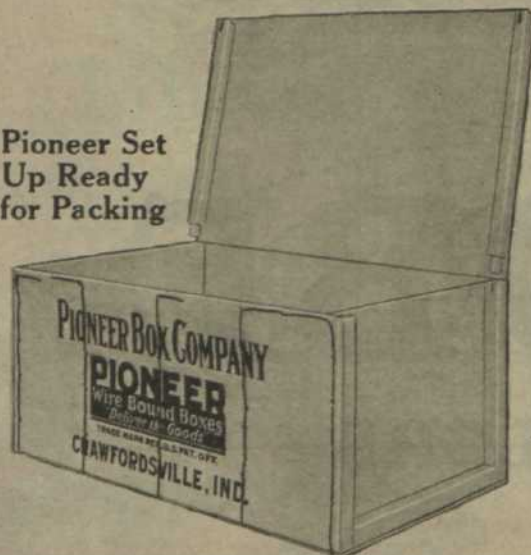






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## Clinching the Thrift Habit

We Americans are still kindergartners in the fine art of saving, but there are powerful community agencies ready to carry forward our development

By JAMES H. COLLINS

A DOCTOR, talking with a bank cashier, pulled some papers out of his pocket and along with them a crumpled Liberty Bond.

"Why don't you put that in a safe place?" asked the cashier. "Why, you haven't even clipped the coupons. Let me take it a minute."

Snipping off two coupons, he handed the doctor \$40.

"Well, say! That's like finding money," the latter exclaimed—he had bought a \$1,000 Liberty Bond, but never investigated interest.

The same sort of stories come to light in connection with the War Savings Stamps. People buy them and tuck them away, making a beginning in thrift for the first time in their lives. What to do next? Probably they haven't thought about that! Still in the kindergarten of thrift, they have yet to think about making their savings secure, making money work.

The people have done their part, and the next step must be organization of the thrift habit by those in charge of thrift institutions, so these vast new resources may be utilized to the best advantage of the thrifty people and the nation. This seems to be a job for bankers, and the place to begin organizing is locally, in each community. New financial institutions such as Federal Reserve, postal savings, and the Federal farm loans have been established the past ten years with great difficulty, handicapped by lack of sound financial knowledge by the nation. Now, suddenly, the whole nation is going to school to study money matters, and there is a quickened intelligence that makes it possible to extend old institutions and establish new.

Here are some of the thrift institutions of a community:

One thinks of the savings banks, building and loan associations and life insurance companies off-hand—and then perhaps stops. If thrift institutions are regarded merely as places for people of small savings to put their money, then the commercial bank and trust company might not be classed among them.

### Thrift and Your Cash-box

SUPPOSE a preliminary meeting were held of all the business men in a community likely to have thrift information for the community good. If bankers went to such a gathering expecting to see chiefly other bankers, they might meet certain strangers.

The money lender would be there, and he could tell them much about his customers—how they get into difficulties through sickness and misfortune and need loans of \$25 to \$50, with wages, salary and job as security, and how heavy is the cost of handling such loans—investigating the applicant's standing, and making collections from people who need training in handling money. The banker may have thought about the money lender as a "loan shark." He should meet him as a man who is trying to perform a needed service at reasonable cost under decided difficulties. The better class of money lenders are now organized nationally for the improvement of their business and to draw a distinct line between themselves and the loan shark proper.

The junk man would be there. Not long ago the women handling salvage work in discarded materials in one of our Eastern states,

after devoting months to an organization for collecting rags, paper, metal, tin-foil and other junk, called the leading waste material dealers of the state into conference. They admitted that these dealers taught them more of thrift in half an hour than they had learned themselves in months. For the waste material trade is highly complicated, and makes its profits by the skilful sorting of miscellaneous waste so that it may be marketed in exactly the place where it can be utilized to the best advantage. In fact, the present-day waste material organization might be compared, for detailed efficiency with our national system for the collection of checks.

The instalment furniture man should be there, and he would have something to say, too, about the cost of making sales to people of moderate means, the work necessary in investigating their credit standing, and in keeping them up to their payments.

### A Matter of Self-interest

THE real estate man would be there, ready for teamwork in the building and sale of homes at reasonable prices, to people of moderate means, and the sensible adjustment of value to income—it is maintained by some students of housing that below a certain earning power the purchase of a home is uneconomical, and the family beneath that income deadline had better pay rent.

The bond dealer would be there, anxious for teamwork with bankers in selling bonds to new customers, and ready to discuss his problem of selling on a very small margin of profit.

To be brief, thrift invites a comprehensive view from the community standpoint, so that all the agencies involved may be seen and the whole situation unveiled.

As an illustration of the opportunities for community work, the credit union may be taken. Here is an excellent thrift institution, which has been widely applied to meet the money emergencies of people in Europe—not merely the wage and salary earners who must get out of difficulties in this country at high cost in both money and anxiety, but is just as serviceable to the farmer and merchant.

In principle it is very simple—wage and salary earners organize a credit union, subscribe for shares upon which moderate payments are made weekly, and if the need arises for a loan of \$25 or \$50, borrow out of the fund at moderate interest, while those who do not borrow receive interest on their money. Such loans are economical because members know each other, and do not have to make the expensive credit investigations required when funds are borrowed of money lenders, nor is there so great a cost for collections, which are practically automatic. The credit union definitely increases the efficiency of workers, because it removes anxiety. Yet it has never taken root widely in this country, because few leaders have ever gone to work actively to organize it locally.

With a community view of thrift, and community organization to promote thrift broadly, there is little doubt but that employers would work to promote credit unions and other group thrift agencies, not only to benefit their employees, but as a matter of self-interest, to increase working efficiency.



## A Vacation-time service

YOUR travels may take you to one of the following cities.

While there you may wish to purchase bonds or secure information about bonds or short term notes. Look us up in the telephone book. We are at your service.

You can even buy bonds at the seashore. Our Atlantic City office will welcome a call.

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## The National City Company

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## Getting Down To The Principle To "Check-Up" The Value

To understand the value of the *Sperry* Service, let's consider the practical principle upon which it is founded.

The giving of *Sperry* Green Stamps is simply paying a rightfully earned discount to cash customers.

The allowing of a discount to merchants by manufacturers has always been recognized as a sound, fair and beneficial business practice. Cash paying consumers earn the same consideration. What's fair for the merchant is fair for the madam.

Right now thousands of retailers consider the *Sperry* Service the most effective, economical, thoroughly human and practical system for rewarding cash patronage.

Twenty-two years of service to merchants and their customers speaks volumes as to the benefit derived from a proper and practical use of the *Sperry* Service. You've got to get down to the principle to "check-up" value.

**The Sperry & Hutchinson Co.**  
2 West 45th Street New York

## Cash, Credit—or Goods?

(Concluded from page 17)

During the ten years preceding it the average annual trade balance in favor of the United States was approximately \$500,000,000, and it was practically offset by interest and dividends paid to foreign holders of American bonds and stocks, charges of foreign shipping upon our imports, expenditures of American tourists abroad, remittances of foreign-born residents to the old countries, and other items for which we were indebted to Europe. Now we have bought back most of our securities and made loans to Europe upon which the interest coming to us will be \$500,000,000 to \$600,000,000 per year, with more in prospect.

This change from a debtor to a creditor position is certainly to our advantage, but the effects are very perplexing to some people, because they are not favorable to our export trade. Formerly we had to export about \$500,000,000 per year to pay our accruing obligations. Europe simply gave us credit on the books; now she must send us something for it. She cannot pay us in gold, for the total annual production of gold in the world is not equal to that sum. She can pay us temporarily in securities, if we will take them, but of course that will increase the annual balance in our favor.

### How Can Our Customers Pay?

THE normal tendency in trade is to find a state of equilibrium, but during the war this equilibrium has been violently disturbed, and the United States has run up enormous balances against Europe. These have been settled, first by the return of millions of securities, then by payments aggregating a billion dollars in gold, then by the borrowings of foreign governments of the United States Government and in the open market, aggregating \$12,000,000,000. The net trade balance in favor of the United States against the rest of the world in the fiscal year just closed was a little above \$3,700,000,000.

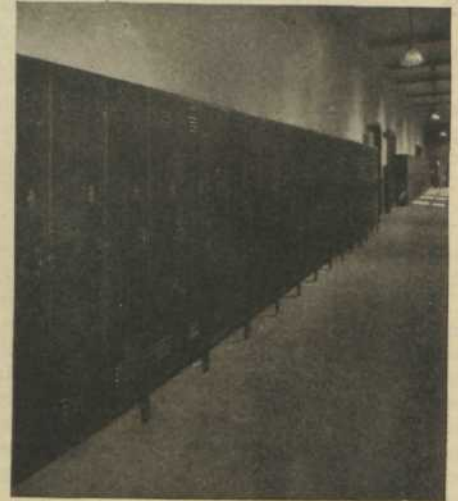
The moment we cease to grant credit to purchasers, exchange rates will rise rapidly against us. They have done so already. The pound sterling, worth in gold \$4.86, is today worth less than \$4.50, a discount of about 7 per cent.; the franc is at a discount of 40 per cent. as compared with the American dollar, and Italian exchange still lower. The effect of this is that residents of these countries in making purchases of American products must pay corresponding premiums to convert their money into American drafts. Even a resident of Canada must pay \$103 to liquidate a debt of \$100 in the United States.

In normal times trade cannot continue under such a handicap as this. Moreover, this discount on foreign currencies in relation to the dollar not only handicaps our exports but promotes the importation of foreign goods into this country, because the American dollar has high purchasing power everywhere.

American business men must face this situation intelligently. They have been thinking only of selling more abroad. They will have to give up that ambition or recognize that in order to do so they must also take more of foreign products.

He is a poor merchant who never considers how his customers are going to pay for the goods he hopes to sell. It is well to understand while Congressional committees are making a search with a view to stopping up every crevice through which foreign goods percolate into this country that the effect of stopping them must be to also stop the outward flow of American goods.

## DURAND STEEL LOCKERS



## Are You Proud of Your Plant?

IF you are not, you may be sure that your employees are not.

And they ought to be—if they are to put the spirit into their work that spells success for you.

Better lighting, heating, and ventilation, better sanitation; bonus and profit-sharing systems, are some of the means used to foster this spirit today.

And Durand Steel Lockers.

Write for Catalogue of steel lockers, or of steel racks, bins and counters, etc.

**DURAND STEEL LOCKER CO.**

1511—Ft. Dearborn Bk. Bldg. 911—Vanderbilt Bldg.  
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*The wide use of General Electric Motors—precision instruments themselves—has helped make “American standardization” an example of efficiency for the whole world.*



This photograph made in the plant of Brown & Sharpe Manufacturing Company of Providence.

Brown & Sharpe started business over 50 years before there was any electricity. They commenced electrification 15 years ago. Three years ago electrification was completed—with 90% of all the power applied through G-E motors. G-E Motor Equipment is also standard on the machine tools Brown & Sharpe manufacture.

## *Accuracy— an American characteristic*

**A**CCURACY finds its highest expression in what the world calls *American standardization*.

It is attained by the accuracy of the men and tools which produce it.

The highest accuracy in men and tools depends a good deal on the way power is applied and controlled.

And it is much because of the dependable operation of G-E motor equipment that many of America's industries are

achieving fame for accuracy, efficiency and quality.

Accuracy is the element that makes watches “keep time”; makes automobiles save “gas”; makes cooking a science. Accuracy determines efficiency. Accuracy, plus speed, does America's work in the eight-hour day.

To get accuracy and its by-products—dependability and efficiency—call in a G-E Power Specialist. General Electric Company, Schenectady, New York.

Look for it—  
the mark of leadership  
in electrical development  
and manufacture



—from the Mightiest to the Tiniest



# GENERAL ELECTRIC COMPANY



# Statements of Importance to Truck Buyers

**T**HE following group of statements made by The White Company in recent advertising summarizes the achievements of the White Product—the White fleet growth, mileage records, honors won in commerce and war; reviews the factors of strength and permanence back of every owner's investment in White Trucks.

All bear on one simple fact: the real value of a motor truck; its *ability to do the most work for the least money under all conditions.*

"Year after year this list grows. It is something more than a list of well-known concerns owning ten or more White Trucks. It represents a *yearly progress in added trucks per owner*—the most extensive growth of individual fleets ever published by a truck maker.

"There are now 2774 White Fleets in actual service, totaling 33,139 trucks, exclusive of all single truck installations."

"The ultimate mileage of White Trucks is still unmeasured. Some have rounded out 300,000 miles. Many have run 200,000 miles. Hundreds, probably thousands, have passed the 100,000 mark—a very common White performance."

"The purchaser of a White Truck backs his investment in it with the strength of The White Company, with its years of successful experience, with its thousands of trained employees, with its tens of thousands of trucks in active service, with its millions of capital and a service organization, nation-wide, which has no parallel in the industry."

*The complete statements, in pamphlet form, will be sent upon request*

## Roll Call

### of White Truck Fleets In Actual Service

**YEAR after year this list grows. It is something more than a list of well-known concerns owning ten or more White Trucks. It represents a yearly progress in added trucks per owner—the most extensive growth of individual fleets ever published by a truck maker.**

**The list of one or more trucks can be no better guide than the experience of those who trucking White offers a comparative knowledge of results.**

**There are now 2774 White Fleets in active service, totaling 33,139 White Trucks, exclusive of all single truck installations.**

**THE WHITE COMPANY**  
Cleveland

## Owners' Records of 100,000 Made by

### 200,000 300,000 miles WHITE TRUCKS

**THE ultimate mileage of White Trucks is still unmeasured. Some have rounded out 300,000 miles. Many have run 200,000 miles. Hundreds, probably thousands, have passed the 100,000 mark—a very common White performance.**

**THE WHITE COMPANY**  
Cleveland

## WILL YOUR MOTOR TRUCK BE AN ORPHAN?

**"THREE are thousands of such orphans left on the roads of this country. Their owners have gone out of business. It is reported that, at the companies organized since 1900, 500 no longer exist. Half of the remaining are less than two years old. 200 have had a good**

**White Truck**

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## THE CROIX DE GUERRE

**Has been awarded the First and Second Croix of the French Republic to the White Truck. It is the only motor vehicle in the world to have been awarded this honor. The White Truck is the only motor vehicle in the world to have been awarded this honor.**

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**THE WHITE COMPANY**  
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